JANUARY-FEBRUARY, 1939

UEF news

Published by • UNDERWOOD ELLIOTT FISHER COMPANY • New York

PIONEER'S PROGRESS

THE beginning of 1939 marks the Fiftieth Anniversary of a pioneer in the Office Equipment industry. In 1889 a young man answering to the name of Matthew Sample Eylar started as a typewriter salesman on the road . . . "on straight commission." As the years rolled on, he progressed through successive stages and now is Vice President in charge of sales of the Underwood Elliott Fisher Company.

Without doubt, he has had the broadest experience of any man in the Office Equipment industry. His interest, experience and genial nature have earned for Mr. Eylar an enviable record and reputation within the industry. Every man in the UEF Organization knows and respects "M.S." He knows the value of the kindly word, the sympathetic ear, the heart-to-heart talk, and his door is always open.

He is a great believer in personal contacts and for many years has made annual visits to UEF representatives and dealers in Europe and South America. The name of M. S. Eylar — and in many cases the man, himself, — is known in almost every corner of the world. Last summer, when he returned to the United States from a trip to England and the Continent, he completed his one hundred and first crossing of the North Atlantic.

At the zenith of his career, Mr. Eylar has two great interests; one, the further development of the personnel of the Underwood Elliott Fisher sales organization; the other, a model stock ranch in Doniphan County, Kansas, the place of his birth.

We honor a pioneer, a trail blazer, who is first, last and foremost a salesman. We salute M. S. Eylar and join with him in celebrating his Fiftieth Anniversary in the Office Equipment industry.

Ye Editor

UEF news

VOLUME 6 NUMBER 6

JANUARY-FEBRUARY, 1939

Andrew Cerruti, *Editor*

Family Magazine of
Underwood Elliott Fisher Company

Published monthly at
One Park Avenue, New York, N. Y.

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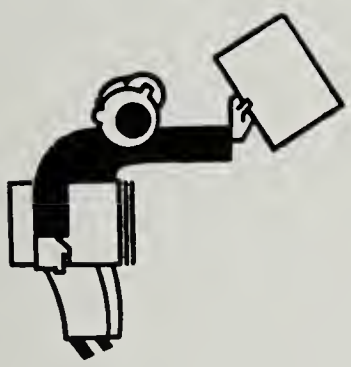


The GOLDEN JUBILEE *Sales Contest . . .*

ON January 3rd the entire UEF Field Selling Organization received an attractive folder announcing that January, 1939, marked the fiftieth milestone in the career of Underwood Elliott Fisher's Vice President, Matthew Sample Eylar. The folder explained that to celebrate with "M.S.", the entire UEF organization will dedicate the sales of the first three months of 1939 in his honor, thus offering everyone an opportunity to demonstrate appreciation on the anniversary of Mr. Eylar's fiftieth year in the office equipment industry.

Every branch manager has been given the opportunity to personally join Mr. Eylar at a testimonial dinner which will be given by our President, P. D. Wagoner. Every branch manager whose branch produces 100% or better of its machine and supply quota, including wholesale portables, for the combined months of January, February and March, will receive an invitation to attend the dinner which will be given by President Wagoner to Mr. Eylar on April 28 in New York City. The winning managers will also be invited to remain in New York over that weekend and attend the opening ceremonies of the New York World's Fair on Sunday, April 30.

Likewise, all UEF salesmen are given an opportunity to pay their respects to Vice President Eylar—and to win cash prizes for their efforts. The announcement stated: "Every UEF Field Salesman will compete against associates in his own group during January, 1939, to get the Golden Jubilee Celebration off to a flying start. The Rules are simple and the prizes are generous awards." Here are the groups for the Golden Jubilee competition:

G—Salesmen with the franchise to sell typewriters only.
O—Salesmen with the franchise to sell accounting machines only.
L—Salesmen with the franchise to sell adding machines only.
D—Combination and exclusive supply salesmen, which includes salesmen having the franchise to sell typewriter-adding, typewriter-accounting, typewriter-accounting-adding, accounting-adding and exclusive supply salesmen.

The twelve salesmen in each group—G-O-L-D—with the highest percentage of quota in January, 1939, will receive individual awards as follows:

First Prize	$50.00 each
Second Prize	40.00 each
Third Prize	30.00 each
Fourth Prize	25.00 each
Fifth Prize	20.00 each
Sixth to 12th Prize Inclusive	10.00 each

Every Salesman making quota during January 1939 will receive a personally autographed photograph of Mr. Eylar.

On February 1st, UEF salesmen received an announcement that due to popular demand the Eylar Golden Jubilee Contest would be extended through February, 1939, providing another new contest for salesmen with more chances for more cash prizes to more men. The announcement received a grand welcome inasmuch as all salesmen are eager to make the Eylar Jubilee a great event.

Every member of the UEF Organization is striving to make the Golden Jubilee Sales Contest in honor of Vice President Eylar a noteworthy event. Commenting on the Contest, President Wagoner said: "Every once in a while an event takes place which lifts me from my daily routine, inspires me to great determination and fills me with the prospects of contributing something to the pleasure and satisfaction of some friend.

"January, February and March constitute such an inspiring time to me, for in these months we are all privileged to celebrate the Golden Jubilee of Mr. Matthew S. Eylar's tour of duty in the office equipment industry.

(*Continued on page* 10)

P. D. WAGONER
. . . who will honor . . .

M. S. EYLAR
. . . on April 28 . . .

☆ 1889 ☆ FIFTY YEARS

• ***In which M. S. EYLAR tells of his Fifty Years in the Typewriter Business.***

IT was the day after New Year's, January 2, 1889, that I took an early morning train from Atchison, Kansas, to Kansas City, Missouri, in search of a job. I had never been in Kansas City before. The largest city I had ever seen at that time was St. Joseph, Missouri, where I had worked as a temporary stenographer for a few weeks before Christmas.

I bought a copy of the *Kansas City Times* as I boarded the train and proceeded to look over the "Help Wanted" columns. I knew bookkeeping and shorthand, having graduated from the Atchison Business College. But neither bookkeeping nor shorthand appealed to me. I had an idea that I wanted to get a job selling something on a commission basis, because I figured that it was the only one where I could draw all that I earned. There was one difficulty I had only a few dollars in my pocket, which was my total capital.

The ride from Atchison to Kansas City took less than two hours, and I read every "Help Wanted" advertisement in the paper. There were not very many. The demand for salesmen did not appear to be very great. But I marked three or four of the advertisements and proceeded at once to call on the advertisers.

I remember one of them was a pickle company, who wanted a man to call on grocery stores and take orders. The basis of compensation was straight salary—not a very large one. The company would pay street car fare. Transportation in Kansas City at that time was "cable" car, the forerunner of the electric street car.

There was an agricultural implement company who wanted a man to call on hardware stores in the smaller towns in two or three states. That was also a straight salary job, and the company would pay the railroad fare.

Both these companies were good companies and their products are still on the market, but I did not like the idea of working on straight salary.

There was one more advertiser to call on, and he had the dealership for western Missouri, State of Kansas, Indian Territory and northern Texas for the Caligraph Typewriter. He was a practicing lawyer and ran this agency as a side-line. He wanted a man to sell typewriters in the territory outside of Kansas City, and his proposition was twenty percent straight commission after you had bought your sample, and then you were to pay your own traveling expenses—railway fare and hotel expense.

The Caligraph was the only competitor of the Remington at that time, and had a very small percentage of the business. Of course, the total typewriter business at that time was very small as compared with what it is today.

I had learned to operate the Caligraph machine in business college and believed it to be a good typewriter, and the proposition appealed to me. But I saw at once that I could not accept the job because I was financially unable to purchase a sample or to pay my traveling expenses until I could earn some commission.

I then started in to make my first sale, which was to sell this prospective employer on the idea of loaning me a sample and advancing twenty-five dollars for expenses, and I succeeded in closing this sale just before five o'clock that evening. The understanding was that if I had not earned twenty-five dollars by the time I had spent the twenty-five he advanced, that I was to send in the sample and quit. I got the sample, a few order blanks and catalogs, and the twenty-five dollars and got out of the office about five o'clock.

I didn't know at the time, but that was the day that I selected my occupation. I was not interested in selecting an occupation as such and was only interested in an opportunity to make enough money to live on.

On the Road

I took a suburban train to a little town just outside of Kansas City where I spent the night at a second-rate hotel. That evening I made some inquiry of the hotel proprietor as to the commercial enterprises in this town. I had been informed by my employer that the most likely prospects were lawyers, bankers and county officials. I found out that there were no lawyers and no banks in this town, but that there was a big lumber yard and a prominent preacher who had a nice church up on the hill.

The next morning after breakfast I visited the lumber yard before the manager arrived and found they had no typewriter. I had taken my sample with me, and proceeded to demonstrate it to the lady bookkeeper, and by the time the manager arrived she was writing on the machine. He did not seem greatly pleased at my presence, but did allow me to demonstrate the machine to him. I then volunteered to write his letters for that day, taking them direct on the machine. He hesitated, but finally agreed, and I turned them out in the course of an hour—there were only a dozen or so. Of course they were written with a copying ribbon, and I then showed him how to take the "press copies," the same as he would have done with pen-written letters. Carbon paper was not generally used at that time, and carbon copies were looked on with suspicion.

After I completed his letters, I again started to complete the education of the young lady bookkeeper in the operation of the machine, advising him that she would be able, in a very short time to produce as good work as I had done and that the saving in time and improvement in the appearance of the letters would justify his purchasing the machine. He gave me an order for one machine and gave me his check in payment for it at the same time. That was my first sale.

I then took the sample with me and went up to see the preacher on the hill, and had his order before noon. That afternoon I took the train down to the next county seat and sold one more machine there that afternoon to a lawyer. Three sales the first day—and 20% commission, which more than covered my entire cash advance! It seemed too good to last, but it did last, with variations, and during the next six months I covered every county seat in the State of Kansas, several towns in Oklahoma and a few in northern Texas. My average sale was better than a machine a day.

OF PROGRESS ☆ 1939 ☆

While in Indian Territory I had a letter from my employer suggesting that I should come in to Kansas City. He did not say why. I wrote him and told him that I was too busy to come in at that time, but would be back in a few months. When I got down as far as Dennison, Texas, he telegraphed me "Come in or quit." I telegraphed him asking permission to work my way back, taking six weeks or two months to do it, and he wired his agreement to that plan.

I then turned northward, and in the course of two months worked my way back to Kansas City, stopping at every town of any consequence—and some of them were very small—demonstrating the machine to everybody who would listen and invariably asking for the order and showing copies of the many orders I had taken. I carried the machine with me all the time from morning till night.

I shall never forget the man who was president of a real estate loan company in Fredonia, Kansas. He listened to my demonstration with a peculiar expression on his face. When I commenced to press him for the order he told me that he had played a dirty trick on me—that he had just purchased a new machine. I naturally assumed that he had bought a Remington, but he said no, not a Remington, that it was a Smith-Premier. He had just returned from Syracuse, N. Y., where an old school-mate of his by the name of L. C. Smith was manufacturing this new machine. He brought the machine out and I looked it over very carefully. It was the first Smith-Premier I had ever seen. The shop number of it, I remember, was 22—the 22nd machine the Smith-Premier Company had made.

It had many peculiar features, one of which was a solid metal strip between each typebar. The typebar had a narrow bearing, but these metal strips developed considerable friction as the typebar passed through them. Of course it was a blind typewriter, and there was a hole about the size of a silver dollar, through which the printing was done. Instead of raising the platen, it was tilted forward when the work was observed. It had a wheel escapement something like a clock, and in lieu of a draw-band had a chain, the links of which corresponded to the letter spacing. The cast frame was very ornamental — scrolls and nickel — something like the kitchen stoves of those days.

I criticized the machine rather severely, and am sure I had him convinced that the Caligraph was superior, but he refused to trade his Smith-Premier for a Caligraph, because the manufacturer of the Smith-Premier was an old school-mate of his. He readily admitted, however, that he was convinced that the Caligraph was the better machine.

In the course of our conversation I had shown him copies of the many orders I had taken, some of them from people he knew. He then suggested that I should get the agency for the Smith-Premier. I told him I was not averse to that idea and that if he really thought that it was worthwhile he could write a letter to his friend making the suggestion. He then dictated to me one of the strongest letters I have ever had written about myself, placed his signature on the letter and handed it to me to mail, which I did that night, together with a letter of my own to Mr. L. C. Smith.

I worked my way to Kansas City, and was informed by my employer that I had made a most remarkable success; that he had never had a man who could sell machines as I did. This, of course, came as a surprise to me. He then stated that he wanted me to take charge of his business as manager, all of which sounded very good, until he mentioned that it was a straight salary job—$200 per month. Of course I had been making much more than that, but he said I had been making too much money.

I had allowed my commissions to accumulate with him, and at that time he owed me several thousand dollars. He eventually informed me that I could either accept the position as manager of the business or quit. I did not wish to quit, so I accepted it, with the understanding that either party could sever relations at any time by giving the other two weeks' notice. I am very sure he thought he had made a permanent arrangement. But I had no such idea.

It was a few weeks before I was able to collect my accumulated commissions, but eventually they were paid in full. I then picked out what I thought was a nice-looking bank, and I was very fortunate. I hadn't the least idea as to the financial standing of the bank, but was simply lucky in picking a good one. It was a state bank in charge of a very fine and conservative gentleman, who afterwards proved to be of great assistance to me. I walked into the bank and he was sitting at his desk (he was president), and I asked him if they accepted deposits. He smiled and informed me that they did.

So I opened an account with my accumulated commission checks. He asked several questions and I told him the story. I had had, in the meantime, some correspondence with Mr. L. C. Smith, who informed me that he was coming to Kansas City in the near future for the purpose of establishing an agency for the Smith-Premier, and I told my banker friend about this. He asked me if I had money enough to handle the proposition and I told him that I did not, but that I thought I could borrow some money from some of my old friends in northeastern Kansas. He smiled and said

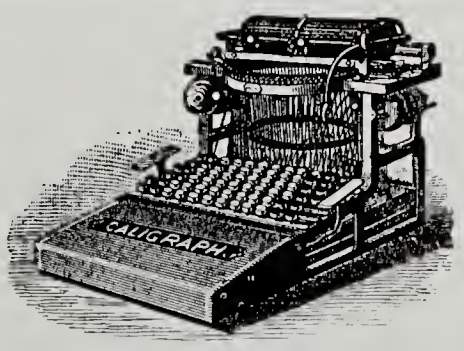
(*Please turn to next page*)

THE CALIGRAPH WRITING MACHINE

Price, $85.00

It Stands at the Head!

20,000 in daily use.



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he didn't think it would be necessary, and that when Mr. Smith arrived he would be glad to meet him.

A few days afterwards Mr. Smith did arrive, and one of my first moves was to introduce him to my banker. Mr. Smith was a banker himself, and he and my friend had much in common. After some negotiations, Mr. Smith was willing to sign an exclusive dealership contract with me, and produced one of their regular forms of contract. My banker friend suggested that the attorney for the bank should look this over and make any changes that were necessary, and against Mr. Smith's protests that was done, and there were several changes, which afterwards stood me in very good stead.

His Own Business

The contract was signed. I then resigned my job with the Caligraph dealer and two weeks later opened my first business under my own name at 116 West 8th Street, Kansas City, Mo.

About a year after beginning business on my own account, I married Alice J. Archer, a school teacher of Atchison, Kansas, and any success that I have had in business is largely due to her. We have been partners in the truest sense of the word during all these years.

The business was a success from the beginning, and everything went very well for the next three or four years, when the 1893 "panic" arrived, and while I have seen several depressions since that time, I have never seen anything that equaled it in severity. Business came to an absolute standstill, but this condition lasted only a short time. Most of the banks had failed and thousands of enterprises had disappeared or became bankrupt.

Since I had started in the typewriter business in 1889, the competition had changed very rapidly. Prior to the appearance of the Caligraph, the Remington, which was manufactured and sold by Wyckoff, Seamans & Benedict, had practically a monopoly. One of their favorite advertising lines at that time was "Remington Standard Typewriter — 15 years without a competitor." But following 1889, competition appeared to spring up on all sides, and there came into the field in rapid succession several machines besides the Caligraph. The Hammond was doing some business, and then the Yost and Densmore typewriters appeared. The Brooks was another, and cut-throat competition became the style.

The fight was so hot and business conditions during the period approaching the 1893 panic became such that there was little profit in the business, and one of the early so-called "trusts" was formed, known as the Union Typewriter Company, which was a combination of the Remington, Smith-Premier, Densmore, Caligraph, Yost and Brooks. This practically placed the entire industry in the hands of one management, and while the different companies maintained separate organizations, the business was operated under very strict rules of sale. Of course the competition for men — salesmen and managers — ceased, and the industry was dominated by a very strong hand. Mr. C. W. Seamans, former President of the Remington, was now President of the Union Typewriter Company, and Mr. L. C. Smith, former President of the Smith-Premier, was Vice-President of the Union Typewriter Company.

I believe the wounds of old battles had left some sore spots, and that all was not harmony within the big tent.

This was one of the early so-called "trusts", and it took in everything in the industry worth mentioning. The management was very sure of their control of the industry, but it is easy to see now that the management was short-sighted. The development of the industry might have been entirely different if men of greater ability had been in charge. I have often wondered what would happen to the typewriter industry if the management at that time had been of the same caliber of Mr. John H. Patterson of the National Cash Register Company, and if the same methods of controlling the typewriter industry had been employed. I think if that had been the case, there would probably be only one typewriter company in existence today. But such was not the case, as subsequent events proved.

I had been transferred, in 1896, from Kansas City to New York City, as Manager of the Smith-Premier Division, and was able to observe more closely the operations of the combination. It seemed to be the policy of the management to reduce distribution expenses to the limit, and also to reduce engineering and development to the vanishing point, all based upon the theory that there was no competition outside of the company.

Mr. John T. Underwood was one of the very early manufacturers of typewriter ribbons and carbon papers, and after the typewriter combination was formed he sold most of his products to them, who in turn sold the product through their branch offices and salesmen. Mr. Underwood had been successful in this business, and was doing a large business. Of course he had known Mr. Seamans, who was President of the combination, for many years. It was in 1896 that Mr. Seamans asked Mr. Underwood to come to his office, and Mr. Underwood told me many times of the conservation which took place. It seems that Mr. Seamans felt very confident that his company was in absolute control of the typewriter industry, and that he was therefore in a position to dictate to Mr. Underwood as to what prices the combination should pay for ribbons and carbon papers, and he informed Mr. Underwood that it was necessary to have lower prices. Mr. Underwood told him that it was impossible to grant lower prices; and, quite an argument took place.

Mr. Seamans then advised Mr. Underwood that if he did not give him lower prices on ribbons and carbon papers, that the Union Typewriter Company would proceed to make their own ribbons and carbon papers, to which Mr. Underwood replied, "If you make ribbons and carbon papers, I will make a typewriter," at which remark Mr. Seamans laughed heartily. One word brought on another, until they backed away from one another.

It seems that just a few days before this, Mr. Underwood had been shown a model of a visible typewriter which had been invented by a Mr. Franz Wagner, an old German, and who was trying to dispose of the patents or arrange for the manufacture of the machine. He had previously shown his model to Mr. Seamans, who had stated it was mechanically impossible to make a visible typewriter.

Mr. Underwood was not of that opinion, and after his interview regarding ribbons and carbon papers, he sent for Mr. Wagner to bring his model again to his office, which he did, and an arrangement was soon arrived at, and the Wagner Typewriter Company was organized for the purpose of manufacturing the "Underwood" Typewriter. This company was later to become the Underwood Typewriter Company.

The beginning of the manufacture of this machine was necessarily slow, and many disappointments occurred, but nevertheless in the course of a year or so some machines were produced, and were so favorably received by the business public, notwithstanding their many mechanical defects, that production on a larger scale was undertaken. That was the beginning of the Underwood Typewriter, which was to become later the most popular typewriting machine in the world, and the machine was to be copied by all manufacturers of typewriters in the future, both in this country and abroad.

The battle between the old, intrenched blind writing machines and this newcomer, the Underwood Writing-in-Sight Machine, was fast and furious, but the newcomer kept gaining ground; so much so that in 1903 Mr. L. C. Smith and his three brothers withdrew from the Union Typewriter Company and proceeded to manufacture a visible writing machine of their own, known as the "L. C. Smith & Brothers Typewriter."

From that point on, it soon became evident that any typewriter bidding for public favor must be a visible writer, and the Union Typewriter Company, through the subsidiaries Remington, Monarch and Smith-Premier, produced visible writers, and every time one of these machines appeared it was another boost for Underwood, whose machine was now nosing in close to the lead.

Other machines — visible writers — appeared in this country and abroad, all being made much on the lines of the Underwood.

It is interesting to speculate as to what would have happened in the industry if the Union Typewriter Company had continued to buy Underwood ribbons and carbon papers and had purchased the patents of the Wagner invention, and had pursued an aggressive policy in the control of the industry.

In 1897 efforts were already being made to produce a bookkeepng machine, or a machine that would do for the bookkeeping department of business what the typewriter had done of the correspondence department. Early in this year, while I was Manager of the New York Office of the Smith-Premier Typewriter Division, I had violated one of the rules of sale and was fired.

There was a machine called the "Elliott & Hatch Book Typewriter" which was being prepared for the market. It was a machine for typewriting in bound books. The writing mechanism traveled over the surface of the open book. The paper was stationary and the writing machine moved. It was a new principle, and while the field was limited very largely to books of public records, such as deeds, mortgages and other county, municipal and state records, there was a field, and being fond of missionary work, it appealed to me, and I spent five years as Sales Manager for that enterprise.

It was really missionary work and the development was slow. But, as usual, competition appeared in the form of another flat writing machine known as the "Fisher Book Typewriter," and the competition, even in that narrow field, was furious. Neither company was making any money, and in 1903 the two companies were merged into what was known as the "Elliott-Fisher Company," with factory at Harrisburg, Pa. I did not go with the merger, but resigned my position as Sales Manager for Elliot & Hatch and went with the Underwood Typewriter Company as a salesman in New York City.

The gentleman is Matthew Sample Eylar, Vice President of Underwood Elliott Fisher Company, who on April 28th will be guest of honor at a golden anniversary dinner given for him by P. D. Wagoner, President of the Company.

With Underwood

My progress with that company was the most rapid that I have ever experienced. I went from salesman on the street to Manager of the New York Office in 60 days, and from that position to General Sales Manager within six months. This was in 1903, and I retained that position until 1908.

During this period I had my first experience in the foreign field, organizing the distribution of Underwood product in Europe. I look back upon this period now as one of the most pleasant in my business career. The business was growing rapidly, and all conditions were most pleasant.

In the spring of 1908 my old friend L. C. Smith approached me with a proposition to take charge of the sale of the L. C. Smith & Brothers Typewriters in all territory outside of the United States, with headquarters in London. The proposition was such that I could not afford to refuse. So, with much regret, I resigned my position with Underwood and proceeded to London, where for three years I had a very interesting experience putting on a selling organization for the L. C. Smith in the foreign market. At the end of that time I was requested to return to America and take charge of the domestic organization as well as the foreign, which position I occupied until the spring of 1920.

In the meantime I had been watching the development of bookkeeping machines. Elliott-Fisher had brought out a flat surface accounting machine in 1914, and at the time I examined it I was impressed with the thought that it had a future. But I had no idea at that time of ever becoming identified with it. It was some six years later when I became acquainted with Mr. Philip D. Wagoner, who had recently taken the presidency of that company, and who was kind enough to offer me the position of Vice-President in Charge of Sales, and, feeling that the bookkeeping machine was going to repeat the success of the typewriter, I readily accepted.

(*Please turn to page* 10)

The U & I GRAB-BAG *Party* ☆ ☆ ☆

ANY exponent of the theory that a business office is a harsh, cold and impersonal place would have received the jolt of his life had he happened to walk into our offices at One Park Avenue on the Friday before Christmas.

All departments joined forces and set up a Christmas tree that was a joy to behold. In anticipation of the proposed grab-bag party, names were chosen and inexpensive gifts were purchased in an attempt to "kid" the recipients. Executives and office boys alike joined in the fun.

At 2:30, President Wagoner headed the group to gather around the Christmas tree. Everyone knew that Santa Claus was coming, but who he was, and where he was to make his entrance, were a mystery. While everyone was waiting, the freight elevator door opened and there was Santa Claus in his sleigh. Instead of the traditional reindeer, the motive power was furnished by John Gilmore and Bill Poulton, who with other willing hands propelled the sleigh to its place of honor adjoining the tree. (Editor's note: *It later developed that Santa Claus was played by Phil Nordbruch of the Comptroller's Department.*)

Delving into the depths of this huge bag, Santa Claus pulled out gifts and called the individuals to the platform to receive them. The unwrapping of the packages and revelation of the contents was great fun and caused much laughter. Everyone, including P. D. Wagoner, L. C. Stowell, M. S. Eylar, E. A. Trefzger, L. E. Lentz, C. S. Duncan, E. R. Baines, W. F. Arnold, F. D. Lehn, G. H. Crossan and right down to your reporter, received as varied an assortment of gifts as ever was collected under one roof. After the distribution of the gifts, the entire group settled down to an afternoon of fun and frolic with dance music filling the air as swing tunes came through a radio loud-speaker.

(*Continued on page* 23)

Santa Claus presents his gifts to: P. D. Wagoner, L. C. Stowell, E. A. Trefzger, M. S. Eylar, C. S. Duncan, L. E. Lentz, E. R. Baines and other members of the Company. Yes, indeed, everybody had a good time!

Compartment (indicated by arrow) contains the typing stand.

Strong, sturdy, dependable, it solves the problem of "where shall I use my Portable?"

The ingenious, collapsible steel typing stand will support over 100 lbs.

THE NEW BUILT-IN PORTABLE TYPING STAND . . .

Another UNDERWOOD *First!*

A SURPRISINGLY small percentage of homes have a desk available for use in connection with a Portable typewriter, according to Clyde Jungbluth, Portable Typewriter Division Sales Manager. Consequently, when a Portable typewriter is purchased and brought into the home, the first problem that comes up is "*Where* shall we put it?" Mr. Jungbluth states that reports from reliable surveys show that the greatest number of Portable typewriters are used on the dining room table or some make-shift support such as a bridge table. Ever since the first Portable typewriter was introduced, literally hundreds of accessories have been designed for this purpose. However, they have all been unsatisfactory in one respect or another. As a leading manufacturer of Portable typewriters, Underwood Elliott Fisher Company was approached by a great number of inventors and specialists in an effort to solve this problem. None of the ideas was satisfactory.

Therefore, it is with great pride that Underwood introduces the new "Built-in" Typing Stand. As the name implies, this is not an accessory but an amazingly efficient and compact, sturdy and dependable, collapsible steel typing stand that has been built right into the Underwood Typemaster Portable Carrying Case. It weighs slightly less than four and one-half pounds.

The new Underwood Typing Stand will be furnished as special equipment on the carrying case of either the Underwood Universal or Champion Typemaster Models. It will be sold with the typewriter only and the retail price is only $7.50 additional, or, a total of $57.00 for the Underwood Universal Typemaster Portable with the built-in typing stand, or, $67.00 for the Underwood Champion Typemaster Portable complete with the built-in typing stand.

Many years of research and months of actual testing in the Field, to determine its true retail value, are behind this new promotion unit which has been designed only for one purpose—to help the UEF Organization and Underwood Portable Dealers sell more Underwood Portable typewriters. The stand is a valuable aid for all persons who must write "on the spot":—reporters, travelers, salesmen, etc. In the home it is invaluable because no special desk or furniture is required. Simply unfold the stand and the Underwood Portable is ready to write on a sturdy steel stand of the proper writing height.

Clyde Jungbluth is enthusiastic over this Underwood Portable innovation. He is particularly interested in it because he feels that this exclusive Underwood feature will be a great aid in boosting the sales of Underwood Portable typewriters in 1939.

DONOVAN TALKS *On the*

James D. Donovan who delivered this interesting talk to the Sales Managers Club of the Rochester Chamber of Commerce.

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CLUBS of this kind provide the means whereby Sales Managers can get together, discuss mutual problems and swap ideas and it is my hope that you will obtain today an idea or two which you can use in your business from my talk on the subject of "Directing Salesmen."

We could spend much time discussing which is the most important, "The Selection of Salesmen, the Training of Salesmen or the Direction of Salesmen." Naturally, there is no use spending time and money trying to train and direct a man who has no natural qualifications as a salesman. Also, too few men, even those with inherent ability, would succeed without training. As to the part direction plays in the success of a salesman, haven't we often seen a man who was for years only a mediocre salesman under one manager become almost over night an outstanding "all star" salesman under the guidance and direction of another manager? Certainly such a man had the same inborn qualifications under the first manager as under the second. Many times his sales increase came too quickly to be attributed to better training. What the second manager did, however, was to change that salesman's attitude toward the company, toward the product and toward his job and to inspire him to do those things which were necessary to his sales success. He was able to convince that salesman that the only person who was blocking his progress was the man he looked at in the mirror every morning when he shaved. He was able to direct that salesman's efforts along profitable lines. He was able to sell that salesman on the idea that the only time which counted was the time he spent in the presence of prospects telling his story and that if he spent his time continually finding prospects and telling his story often enough somebody would buy his product. He was able to sell that salesman on the idea that the proper time to discuss such subjects as politics and religion, Government and taxes, New Deal, Hitler and Mussolini, Relief and Depressions, Scotch and Soda and Blondes and Brunettes is not between 8:00 A.M. and 5:00 P.M.

To determine the part direction played in the transformation of such a salesman, it might be necessary to talk to his wife. She would probably tell you that "Bill likes and respects his new manager; that while the new manager requires observance of the rules he has no favorites and is fair and reasonable with all of his men. He praises Bill and pats him on the back once in awhile. At Sales Meetings he has Bill tell how he secured difficult orders. He understands Bill and occasionally goes out with him calling on prospects helping him close business."

Some times it is difficult to determine where training ends and direction begins. Yet Managers who never go into the field with the salesmen, but sit in the office writing letters and handling office details, are likely to get the reputation of being a "Swivel Chair Artist" and lose the respect and confidence of their salesmen to a point where nothing they say impresses or inspires them.

On the other hand, Managers who use their salesmen only as "Bird Dogs" to scare up business after which the manager makes the demonstrations and secures the orders, are likely to cripple their salesmen by being used too often as a crutch. After all, a salesman becomes strong only by overcoming sales resistance and becomes weak if someone else does his job.

Somewhere between these two extremes there is a happy medium and since the most important function of a manager is to develop a Sales Organization, he should spend enough time with his men in the field to keep them encouraged and most important to let them know he is still a salesman. However, a manager should not let his desire to get immediate results keep him in the field closing deals constantly. At times he should sacrifice an immediate gain for future larger returns by directing a salesman how to close a particular deal and then let the salesman sink or swim. A manager who functions too much as a salesman and not enough as a manager will never build an organization and his chances for success are slight.

We could spend all day discussing the subject of "Directing Salesmen" and at the end of that time each of us would have varied ideas as to the best method which should be followed in your own line depending upon the set-up of your organization and the type of product sold. In the time which I have today I will endeavor to explain what we do in our company with some background as to why we follow certain practices so that you may judge for yourselves whether or not you could use these same methods.

An Outline of the Underwood Elliott Fisher Organization

The Sales Organization of the Underwood Elliott Fisher Company in the United States is divided into seven districts, each under the jurisdiction of a District Manager. The Districts are divided into Branch Office Territories under the jurisdiction of the Branch Manager and Assistant Branch Managers. Each Branch Office is divided into territories for five types of salesmen — Adding Machine, Standard Typewriter, Portable Typewriter, Accounting Machine and Supply Salesmen. Each salesman has a contract with the company and works in a protected territory. My remarks will be confined, with a few exceptions, to the Adding Machine Division only.

Adding Machine Division Products

This year the Underwood Sundstrand Adding Machine will celebrate its 25th birthday. During that time it has grown from one simple nine column machine into a complete adding machine line for practically every figuring need.

There are hand operated models, large electric models, duplex and shuttle carriage models, desk electric models, portable posting machines, retail models, cash registers and fraction machines. These machines are made in various capacities for adding amounts from 1c to one hundred billion dollars with many special features for handling unusual applications. These machines incorporate such modern features as the Direct Subtraction and Credit Balance Feature which permits the machine to subtract a larger amount from a smaller amount and print the true answer. Then there are such features as the Touch Method Keyboard, Multiplication Feature, One Hand Operation, Visible Printing and many others which assist our salesmen not only in selling new users but also in trading out old and obsolete equipment.

From this outline of our products it is easy to visualize our market. It includes all types of concerns — retailers, wholesalers, manufacturers, financial institutions, public utilities, municipal and government offices, doctors and lawyers, hospitals, in fact, every type of enterprise where figures are handled.

With this background of our organization, our product and our market, it is probably needless to say that the proper way for our salesmen to work a territory is to canvass systematically every enterprise in it and demonstrate to each prospect the machine which will save that prospect the most time and money. Naturally a Sales Manager or a Branch Manager cannot accompany each salesman every day on every call he makes to see that he is doing his job properly, but he can lay out a program for salesmen to follow and then through simple up-to-date records make certain that the program is being followed. In setting up this program a manager should determine what he considers his salesman's most important activity — the one step in the sale of his product which,

Subject of DIRECTING SALESMEN

if accomplished, will produce the most results—and then lay particular stress on this one important activity.

Salesman's Most Important Activity

To illustrate, the most important step in the sale of an adding machine is the demonstration and placing the machine on trial in the prospect's office. Most of our sales, even some to users who have standardized on our machines, are made as the result of a trial. To place a trial requires that the machine be delivered to the prospect's office and by watching these Trials Records we can determine what progress each salesman is making. Trials placed closely together mean intensive territory coverage. Scattered trials mean "Hit and Miss" canvassing and poor territory coverage.

A trial is much better evidence that the prospect was called on than to see that prospect's name on a daily report. It indicates, generally speaking, that the salesman is dealing with the man who can authorize the purchase of the machine and that on his call he accomplished something definite rather than just leaving with that prospect a verbal weather report.

When a salesman is unable to get trials usually it is because of lack of training. A salesman who gets many trials but little business generally knows his product but does not know how to present it and close the order.

A Sales Manager, after deciding on his salesman's most important activity, should build his Direct Mail and other advertising campaigns around this important activity. This advertising should help the salesman accomplish this one important sales step. We have tried to do this in our advertising, some pieces of which I have here today, by making a trial the objective of the advertising. While each piece carries a message on one subject such as, "Operators' Speed Records," "Touch Method Keyboard"; the versatility of the machine and other result stories, yet in all pieces considerable space is given to the thought, "Try it on your own work, in your own office with your own operator." If our advertising interests a prospect enough for him to try the machine or even to ask questions regarding it, it has helped the salesman tremendously and has done about all that advertising can do to sell an adding machine.

We find on the average that our salesmen must place four trials to make one sale. This relationship between trials and sales does not vary considerably in good times and bad. What does vary in good times and bad is the ease with which a salesman can get a trial. In other words, during poor times he must make more calls to get a trial. Because trials are such an important factor in the success of our business we give each District, each Branch Office and each Salesman a monthly quota of trials and then, through simple records, determine whether or not that trials quota is being accomplished.

Sales Quotas and Sales Records

To illustrate how we control the activities of our salesmen, I have here today a chart[1] showing representative quota records and sales records.

At the end of each year, sales quotas are assigned to each District and each Branch Office for the following year. To determine the particular offices which require our attention from a sales promotion standpoint, in order to secure next year's quota, we make a listing of our offices in groups of ten beginning with the largest as shown in this exhibit comparing next year's dollars sales, showing the offices whose sales did not equal next year's quota and those offices whose sales exceeded next year's quota.

With facts like these it requires no executive ability to decide that the offices which need attention most are those which need the greatest sales increase to make next year's quota. However, breaking up the offices in groups of ten permits you to attack and solve the problems according to their importance in small bites rather than trying to correct the whole situation at once and getting nowhere.

By dividing next year's quota by the average selling price per machine, a unit machine quota is established for each office. Based on four trials for one sale, a trials quota is determined for each office and each district. From this point on distributing sales and trials quotas monthly to each salesman in each Branch Office is simply a series of mathematical calculations.

Trials Quotas

Whether or not we meet our next year's Machine and Dollars obligations depends almost entirely on how successful we are in securing our Trials Quota.

Each month, our Branch Offices send us a machine inventory report showing the location of every adding machine in the Branch. These monthly inventories are analyzed by offices as shown in this exhibit,[2] to show the total machines in inventory, machines on loan, machines on rental and machines on trial broken down by 30, 60 and 90 day trials. This record gives us these figures by Branch Offices and by Districts and the Branch Manager and District Manager who does not make his trials quota each month hears about it pretty quickly. If a branch is making its trials quota each month we are fairly certain that the salesmen are making theirs.

Sales and Trials by Models

However, each month the Branch Office prepares a Record of Trials by Salesmen by Model Number compared with Sales by Salesmen by Model Number as shown in this exhibit.[3] This record shows the exact relationship between trials and sales for each salesman in the Branch Office. It also shows the models which each salesman is not selling. Usually when a salesman is not selling a model, he is not placing it on trial. Generally speaking, training on that particular model is required and this record indicates to the manager the particular type of training required by each salesman. This report is also used to control Branch Office Inventory by Models.

Salesmen's Sales Records

Each month a Salesman's Sales Record, as shown in this exhibit,[4] is furnished to the Sales Manager, District and Branch Manager. It shows the dollar business and the per cent of quota secured by each salesman in the branch this month, his dollar volume and per cent of quota for the branch for this month and the year to date. Invariably the offices and salesmen which are not making their dollars quota on this Sales Record are not producing their monthly trials quota and an analysis of the trials record usually indicates where the weak points are.

We do not use this Sales Record altogether for determining those men who have not made quota. Salesmen like to be complimented when they do a good job and for that reason we use this record as a basis each month for writing to salesmen and Branch Managers complimenting them on securing 100% or more of quota. We have found that this pays excellent dividends as it lets a salesman know that the Sales Manager is interested in his progress and appreciates his efforts.

Sales Meetings

As to what a Sales Manager can do to increase the sales of a Branch Office, there is nothing that takes the place of a personal visit. Holding sales meetings and discussing the Sales Program, the product, its outstanding features and application, the proper way to demonstrate and present machines, the approach and sales talk necessary to interest a prospect, competition and lost orders, calling on large users and helping the Branch Manager solve some of his problems are just a few of the many things that can be done. In selling a line with as many models as ours it is too big a job to cover all models in one visit. We have found it much more effective to concentrate in sales meeting on one machine or one group of related machines, cover the subject extensively and then let the salesmen put into practice immediately what they have learned at the meeting.

To illustrate this point, during the depression our salesmen became price conscious and were selling more second hand,

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1. Chart of Comparison Quota with Sales by Offices, showing:
   1. Sales "Over" or "Under" Quota
   2. Unit Sales Required to Make Quota
   3. Trials Required to Produce Unit Sales Quota

2. Chart of Monthly Analysis of Branch Office Machine Inventory

3. Chart of Record of Trials or Sales by Salesmen by Model Number

4. Chart of Salesmen's Sales Record

(*Please turn to page* 23)

The Golden Jubilee *Sales Contest*

(*Continued from page* 1)

"The domestic sales organization has pledged itself to produce exceptional sales figures during the next three months as a fitting testimonial to our Vice President in charge of sales.

"I know full well that Mr. Eylar's many friends at home and abroad will make noteworthy contribution to the results achieved."

General Sales Manager Arnold added: "January, 1939, started off with a most optimistic atmosphere. A number of very fine orders in all divisions have been reported to us. Branch Managers have written in assuring us of their attendance at the President's dinner on April 28, and the general spirit throughout the entire country is one of great optimism for this new year."

The Manager of the Export Division, F. D. Lehn, informed the UEF News that a dedicatory scroll will be prepared felicitating Vice President Eylar on his fifty years of service in the office equipment industry as soon as the Orders Received Figures are available for January, February and March. Appearing on this scroll will be the names of our good dealers who pay tribute to Mr. Eylar by exceeding during the first quarter of 1939 the Orders Received Figures of January, February and March of 1939.

The Golden Jubilee Sales Contest is a splendid opportunity for every member of the UEF organization to honor the Dean of the Office Equipment Industry. As so appropriately expressed by President Wagoner: "Contributing to the success of this period and, consequently, to Mr. Eylar's happiness is an unusual pleasure and certainly nobody is going to muff the ball with such a happy event to work for."

FLASH!

Supply Sales did it again—a glorious tribute to Mr. Eylar's Golden Jubilee.

In notifying the Field Selling Organization, N. D. MacLeod, Supply Division Sales Manager, said: "You have just finished the best January on record and my sincere appreciation goes to all who had a part in making this possible."

***Flash!* As we go to press we learn that C. L. Minton, of Hartford, is the first Branch Manager to quality for an invitation to attend the testimonial dinner to be given to Mr. Eylar by President Wagoner. Congratulations to Mr. Minton and the Hartford Branch!**

Fifty Years of Progress . . .

(*Continued from page* 5)

I did not have the slightest idea of the work I should have to do to perfect myself in the distribution work of this product. I had much to learn and had to forget much of what I already knew. But again success followed, and the development of the Elliott-Fisher Accounting Machine was rapid and profitable, under the able management of Mr. P. D. Wagoner, President.

Mr. Wagoner had had many years of experience with the General Electric Company, and conceived the idea of having a broader line of office machinery, and, carrying out this idea, the Elliott-Fisher Company acquired the Sundstrand Adding Machine Company, which had a magnificent line of adding machines.

The selling company for Elliott-Fisher and Sundstrand was called "The General Office Equipment Corporation," and the task of educating salesmen and managers to handle both bookkeeping machines and adding machines was undertaken.

Underwood Elliott Fisher

Mr. Wagoner was convinced that the idea was correct, and that we should broaden our line still further. From this conclusion developed the idea of a merger of Underwood, Elliott-Fisher and Sundstrand, together with the manufacture and sale of all ribbons, carbon papers and supplies for all of these machines. This combination was completed in 1927 and 1928, and I had the honor of being selected as Vice-President in Charge of Sales, domestic and foreign.

The development and growth of this business has been phenomenal, and as usual, I think that the success can be largely attributed to the management. Under the wise direction of Mr. P. D. Wagoner, the most complete engineering laboratory which has ever existed in the office equipment business was established at Hartford, Conn. Here future demands and new developments are studied and products brought to a higher state of perfection. Here managers and salesmen are schooled and the technique of salesmanship developed to the highest degree.

The sales organization, both in the United States and abroad, in every civilized country of the world, has been developed, and this is the situation which exists today, when I am completing my 50th year in this business.

Looking backward, that 50 years seems a very short period, but in that 50 years an industry has developed from a small beginning to one of great importance to the business world.

Looking forward — which is much more difficult than looking backward — I will predict that the next 50 years will see still greater developments in the office equipment business, and I expect that at the end of another 50 years men will look back at the present period and see how crude and clumsy the present machines were.

Of course there will be new men in charge of the industry at that time. Possibly some of the young boys who are starting in the business today will be the presidents and general managers; and my guess is that the company which is doing the largest business at that time and rendering the greatest service to the public will happen to be the company which has the best management.

This is, of course, a rambling account, giving only a few high spots out of an experience of fifty years. As I write it, many different angles occur to me, many of which would make a good story in themselves, and perhaps, some day I will write them.

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Hail PAT RYAN!

DON'T be surprised if you walk into your office some day soon and find it transformed. There will be an aura of pep and zip, a feeling of optimism, an air of big doings. Does it sound mysterious? Well, it isn't a mystery. It's simply that Pat Ryan is back on his old job.

Typewriter Division Sales Manager Blaney announced on January 20 the appointment of E. P. (Pat) Ryan as special representative of the Typewriter Division. Said Mr. Blaney: "We do not think that Mr. Ryan needs any introduction to our field personnel, as previous to his being connected with our Chicago branch he spent many years in educational work visiting branches and sub-branches throughout the United States.

"Mr. Ryan will continue his previous activities in field educational work. He is very well equipped for the position that has been assigned to him, and he has had many years of experience and possesses a reservoir of knowledge of the typewriter business.

"We feel certain that his services will be of great value to this division and to all with whom he comes in contact. We know that we can count on you to give Mr. Ryan 100% cooperation at all times."

Those of us who know Pat feel about him exactly as Walt Blaney so concisely explains it in his letter to the field. Those of you who haven't met Pat yet will feel the same within ten minutes after you are introduced to him.

Writer's Digest TO AWARD UNDERWOOD PORTABLES

AGAIN, with Liberty Magazine, Writer's Digest announces its Short-Short Story Contest offering $2,500 in prizes for stories of fifteen hundred words. Writer's Digest offers its readers an opportunity to compete on an equal basis with other subscribers for a total of 200 prizes. In addition to offering $2,500 in prizes, Writer's Digest will, as usual, submit the winning scripts to Liberty Magazine. The announcement states that the first prize is $250 in cash; the second prize is $100 in cash; the third prize: $50 in cash; the fourth prize to fifteenth prize: one brand new Underwood Portable Typewriter equipped with dual touch tuning, sealed action frame and champion keyboard. The Underwood Universal Typemaster is an ideal light touch, durable typewriter for the free-lance writer, manufactured by the Typewriter Leader of the World.

A vote of thanks to the Contest Editor of Writer's Digest for again choosing the Underwood Portable.

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SERVICEGRAMS

You have probably noticed that the Spring Drum Knob now has a slotted head, which makes it possible to adjust the tension of the Spring Drum without removing the Outside Frame Back Plate of the Master Typewriter. (The use of a coin or screw driver will greatly facilitate making the adjustment.) The Set Screw has been eliminated because the Spring Drum Knob can no longer be tampered with.

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Have you noticed the cadmium plating on parts, particularly on the inside of the Master and Standard Machines? There are two reasons for this: one, for better rust protection; the other, for better visibility of parts for service adjusting.

We believe that all servicemen will welcome the greater visibility of these parts.

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Have you noticed the small loop on the end of the Lift Frame Spring? This loop is provided so that you can reach the Spring from above with a Spring Hook, should it be necessary to change the tension of the Spring. It is no longer necessary to remove the Outside Frame Back Plate.

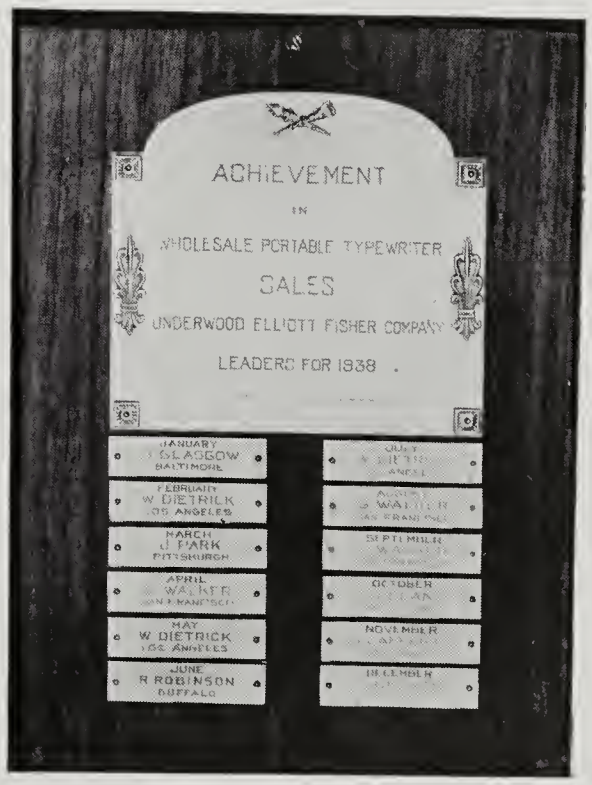
MASTER + TRIAL = SALE

THE entire Organization knows that the Typewriter Division Sales Manager constantly preaches the old, old story of fundamental typewriter selling—demonstrations and examinations or trials because he is firm in his belief that the Underwood Master is the finest typewriter of its kind ever made.

Recently W. H. Blaney received a letter from one of our Branch Managers. That letter was more welcome to Walt than an unexpected ten-spot because the Branch Manager wrote:

> I can truthfully say the Master is one peach of a typewriter, and it sure wins against competition. We lose very few deals with it, and a trial and demonstration is the answer. Our sales record is one sale out of every three trials on commercial business, and it builds up interest wherever shown.

What more can we add?



Walker Wins Trophy

THE Wholesale Portable Typewriter Sales Achievement Trophy, awarded monthly to the Portable Representative who secures the largest percent of quota during the month has been awarded to George Walker of San Francisco.

In reality, there were two winners. It was a tie between W. Dietrick of Los Angeles and George Walker. However, the trophy was awarded to Mr. Walker because of his higher quota performance.

Congratulations to Portable Representatives Walker and Dietrick!

Copyright New York World's Fair 1939, Inc.

First official painting of New York World's Fair 1939, showing $155,000,000 "World of Tomorrow" Exposition as it will appear at gala opening on April 30. Beyond colorful structures of this Metropolis of a New Day rise slender spires of New York.

Drawn by H. M. Pettit, painting shows clearly major arterial, subway, railroad and other lines which tie 1,216½-acre Fair to mainland. Main Exhibit Area of Fair lies north of World's Fair Boulevard with buildings and displays of 1,400 exhibitors on tree-shaded avenues radiating in rainbow colors from pure white Perisphere and Trylon.

Extending diagonally to lower right from this Theme Center is richly embellished Constitution Mall leading to fountain-studded Lagoon of Nations and Government Zone where twin towered Federal Buildings and exhibits of 62 nations center on 7-acre Court of Peace. Between Lagoon and Boulevard rises 12-acre Court of States group housing displays of most of 35 exhibiting commonwealths. South of Boulevard lies 280-acre Amusement Area, its quaint villages, gay restaurants, thrilling rides and shows fronting on Fountain Lake, which will be the scene of nightly fire and water shows.

On to New York!

THE New York World's Fair 1939 is no longer a vision, no longer a figment of man's dreams expressed solely in terms of artists' sketches, models and word pictures.

When, early in 1938, your Company invited you to qualify for membership in the 1938 UEF All Star Salesmen's Club in order that you could participate in the trip to the World's Fair — it was all a dream — a dream that could be fulfilled only by steady endeavor, constant work, the accomplishment of an ideal. Now the dream is a reality for all those who made their yearly quota.

The officers, directors and all members of the 1938 UEF All Star Salesmen's Club have been invited by President Wagoner to attend the dinner he is giving Mr. Eylar on April 28.

Mr. Wagoner has also extended his invitation to the All Star Club members to remain in New York until the following week to attend the opening ceremonies of the New York World's Fair on Sunday, April 30, and see some of the sights. The UEFers will travel to the myriad acres of the New York World's Fair where they can enjoy the scores of exhibit halls, the colorful murals, the beautiful landscaped courts and the walks of the World of Tomorrow.

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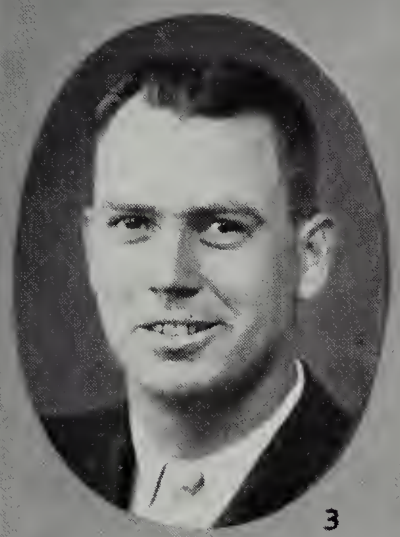
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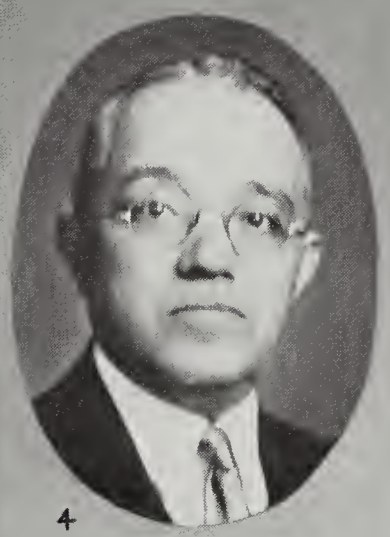
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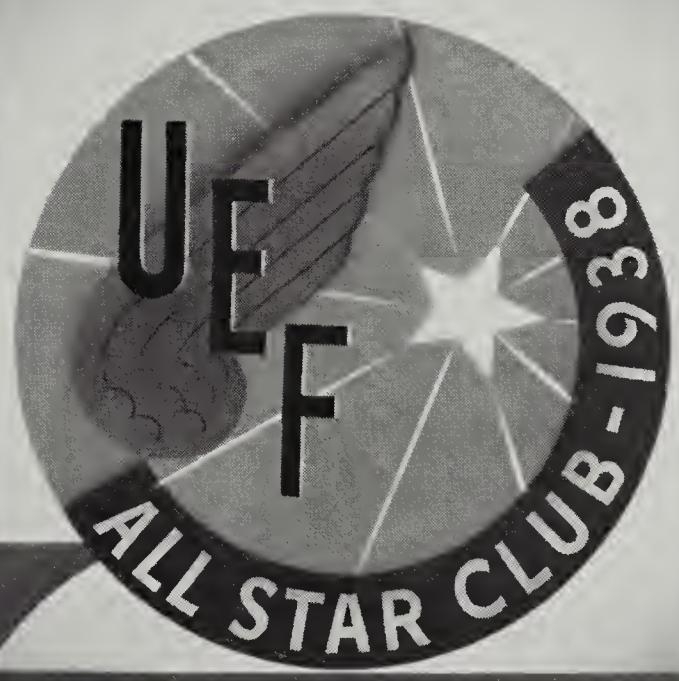

OFFICERS AND DIRECTORS

1. L. P. BAHAN, *President*
2. F. M. CLOTHIER, *Vice President*
3. E. A. HUNDLEY, *Secretary*
4. W. J. ERSKINE, *Treasurer*
5. C. W. KNOX, *Director*
6. C. W. RENSHAWE, *Director*
7. A. M. LABATT, *Director*
8. W. W. STRAIT, *Director*
9. J. S. LARSON, *Director*
10. J. R. WAHL, *Director*

FIELD FLASHES

ATLANTIC

Hartford

On December 22nd the members of the General Research Laboratory and their guests attended a dinner and Christmas Party sponsored by the newly organized General Research Laboratory Social Club.

Entertainment was provided by the Patent Department Choristers and the G. R. L. Instrumental Swing Quartet. Following the entertainment the entire group of 150 joined in singing Christmas Carols and old favorites.

Door prizes were donated by the heads of the various departments and the evening's entertainment concluded with dancing.

Mrs. Hilda Moore, Chairman of the Entertainment Committee and Mr. Whitney Emerson as Master of Ceremonies were largely responsible for the success of this first venture. It is hoped that this is the forerunner of many such friendly gatherings.

— Associate Editor Moore

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A dinner for employees who had attained thirty-five years or more of service was held recently at the UEF Hartford Works. All, with the exception of Mr. Julihn, are employees of the Hartford Works. There were 57 around the table including Mr. Julihn and Mr. Conard. The 55 employees were drawn from practically every department in the plant. With the exception of Mr. Cunard, with 20 years of service, everyone else around the table, including Mr. Julihn, had a record of 35 years of service or better. Their total service amounted to 2.051 years. Among those at the dinner were seven of the original employees who came with the Company from Bayonne in 1901.

General Research Laboratory Christmas Party

The oldest in service was Axel R. Wadlund connected with the Organization since 1896. In the group were three women—Misses Margaret Condren, E. A. Donavan and M. T. Connor—each with a record of 35 years or better.

This is the first of what we hope to make an annual banquet for all who have attained 35 years or better. It was decided at the meeting to give thought to a veteran association.

The room was well-decorated for the dinner. Entertainment was by the combined musical clubs of the Hartford Works, which repeated the radio program as reported in the last issue of the UEF News.

Presiding as host to the employees present was Frederick U. Conard, Vice President and Works Manager of the Hartford Works. John H. Garsden, Assistant Works Manager, was Master of Ceremonies. It is interesting to note that Mr. Garsden has seen 37 years of service with the Organization. The meeting was addressed by Mr. Julihn and Mr. Conard, with a brief address of welcome by Mr. Garsden. Several of those around the table spoke extemporaneously as the evening wore on. Many employees expressed the thought that they had had one of the best evenings in years, and, naturally, we are gratified at the success of this UEF "Veteran Employees" Dinner. *—Associate Editor Stowell*

Courant Photos

Two hundred and thirty-five years of service represented above. Here are six employees who have the record of being the oldest employed by Underwood Elliott Fisher Company. Left to right: Harry F. Mott, 39 years; E. Amerman, 39 years; G. P. Kayser, 40 years; A. R. Wadlund, 41 years; Joseph Cooper, 38 years; P. J. McIntee, 38 years. Mr. Wadlund is holding an Underwood typewriter, one of the first off the production line in 1897. The photograph at the right shows a general view of the "Veterans Dinner."

Springfield, Mass.

The wintry blasts of snow, ice on the Berkshire Hills and cold weather did not stop our Dave Skidd from securing 100% of quota in the Pittsfield, Massachusetts territory. This is up on the North West Passage of Massachusetts. Mr. Skidd went out after that business and won the President's Reward of Merit, also a very fine commission.

He certainly has done a fine job and has sold Standard, Noiseless and Portables as well as Underwood Sundstrand Adding Machines, and Supplies. Service, Accuracy and Durability is the method for success. With the Underwood "S-A-D" he has gone to town.

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Miss Verna Cizek, Secretary and Credit Manager, gets a lot of joy out of life in watching the old accounts pay up-to-date. She knows that the difference in what we take in and what we spend is the difference which counts.

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Dean Duren has joined the Springfield sales force. He demonstrates the Underwood Sundstrands. Dean came up from Maine where he has been selling Sundstrands for six years and proceeded to break the record in December by securing 100% of his quota.

•

Charlie Poggi, our brilliant performer in the Service Department for the past few years and one young man with a fine future, followed right along and took up the regular procedure. Charlie started off the year by resolving that married life was a good plan for success and proceeded to march to the altar. All the boys from the department were in attendance extending the many good wishes of the entire force at a party given before he left for the wedding.

•

With the new year coming in and many fine prospects for business, Robert Campbell has joined our Underwood Sundstrand sales force.

•

In Springfield it is news when a man says: "There is an order over in that office." That is what our clear thinking Serviceman, Ray Ramos has said six times during the past few weeks. His information has led to that many sales.

The excellent cooperation of Mr. Ramos in his sincere watchfulness does not end there but his work has rewarded him well in other service on Underwood Accounting Machine Maintenance.

•

Denny Hemsworth started the year by securing 100% of quota in January. He is a regular performer. A lot of small orders added together may be more difficult to get into line for a 100% finish but the net result is a more profitable one for the salesman. There are just that many more people talking about what a fine new machine they have bought.

•

The finest piece of information that we have had from the Typewriter Division since we received the Master Model is the news that Pat Ryan will be with us as a Special Representative.

With Pat Ryan visiting our Branch and demonstrating before our salesmen there was created an enthusiasm that will have a far-reaching effect. There was nothing left out in his helpful and generous expression. The inspiration of a positive statement that we have the finest typewriter in the world and proved by a complete demonstration is a sure way to sell our machine and to win success.

—Associate Editor Felter

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Providence

Our Sundstrand mechanic, Benjamin "Buck Benny Rides Again" Rines, is ever alert to bookkeeping machine applications. In his wanderings he came across the following newspaper article which we thought might be of general interest:

Business . . . Bookkeeping

The most important thing in American life is Business, and the most important thing in business is figures. The bigger the business, the more essential are accurate figures.

Business concerns not only have to keep accounts for their own information, but the requirements of government for accurate reports for all sorts of purposes are constantly increasing.

The income tax laws have made America, as a witty commentator remarked, a nation of bookkeepers. Now every corporation and operator of any sort of business enterprise has to keep and report to Uncle Sam accurate records of payrolls and the taxes paid on them under the Social Security Act.

One of the largest industries in America is the manufacture of bookkeeping and accounting machines to put down on paper the countless millions of mathematical calculations required every day in the ordinary course of business.

—Associate Editor Tyndall

Bridgeport

The Bridgeport Post reports that when Mayor McLevy picked Edward Gillane, Works Accountant of the Underwood Elliott Fisher Company, to membership on the Civil Service Commission, he added a total of six working accountants to the city government—all business men, all active in their respective accountancy fields.

Mr. Gillane is a member of the Bridgeport Chapter of the National Association of Cost Accountants.

•

The State of Connecticut Highway Safety Commission has started a drive throughout the State for an Automobile Drivers' Safety Contest in which employees of industrial concerns were urged to participate. We received a letter from Olcott F. King, Jr. which reads as follows:

> This office is pleased to record your notice that 249 employees of the Bridgeport Works of Underwood Elliott Fisher Company, some sixty per cent of those employees who drive cars, have enrolled in the Automobile Drivers' Safety Contest in accordance with the rules submitted by the Highway Safety Commission.
>
> You will be interested to know that the enrollment is one of the finest responses of any group of employees eligible to enter the contest.
>
> This turnout is indicative of the widespreading interest of Connecticut people in the State's efforts to encourage improved traffic safety conditions, and of the whole-hearted work of your company and the many other concerns in their generous support of the efforts.

—Associate Editor Dolan

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Boston

We congratulate Branch Manager Prentice for the masterly manner in which he prepared the letter announcing the Underwood Master Typewriter and change in allowance. Mr. Prentice wrote the letter on the new Underwood Standard Machine equipped with the Right Hand Margin Justifying Device and had it reproduced on the multilith machine. A fine piece of selling publicity.

NEW YORK

Newark

We were shocked to learn of the passing of Donald S. Miles, Adding Machine Representative of the Newark Branch.

Don's short affiliation with our organization was marked by his willingness to work and learn, and by his love and enjoyment of his work.

The U.E.F. Family extends its deepest sympathy to the relatives and loved ones of this faithful co-worker.

New York

In addition to the following Accounting Machine equipment — Underwood SA14RF-3, Elliott Fisher CAX13AE-7D7D, Sundstrand Class C 14409-18FF—our exhibit at the 28th Annual National Retail Dry Goods Association Convention included a representative display of typewriters, adding machines and supplies.

Our products were constantly demonstrated throughout the entire Convention. Comparatively, we received and interviewed more prospects than last year. The Elliott Fisher Universal Accounting Machine and the interesting Installment Accounts Receivable application of the Sundstand Class C Accounting Machine developed a few actively interested prospects.

The UEF Exhibit was in charge of W. H. von Hacht and M. A. Tirrabassi of the Accounting Machine Division. Every effort was made by our Publicity and Service Divisions in helping us to make a successful presentation of our Company's products at this national convention.

— *Associate Editor McKane*

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The New York City Typewriter Division calls attention to the fact that the average years of service of 15 senior salesmen is a little over 31 years. Mr. Crouch, New York Typewriter Division District and Branch Manager, has served 43 years.

The New York City Typewriter Division has always boasted of the fact that loyalty to the Organization and to Mr. Crouch has been indicated by the average length of service of the salesmen.

— *Associate Editor Meinecke*

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Editor's Note

It is interesting and amazing, too, to learn of the career men and women in the UEF Organization. Ye Editor was surprised to learn that Miss Ethel Clarke, Secretary to General Sales Manager Arnold, has been with the Company for 30 years, and, that George Bender, Service Department, has been a loyal and faithful subject for 35 years.

Who are the "seniors" in your branch office? Personalities make news.

UEF Exhibit at the National Retail Dry Goods Association Convention. This interesting background was developed by T. A. Hughes, Publicity Division.

EASTERN

Allentown

In a wild dash over the snow-covered roads of Berks County, punctuated by tattoos on the doors of every potential prospect, Isaac Newton Fraver, Reading's pride in the Accounting Machine Division qualified for one of President Wagoner's checks for making quota.

Ike's day started at 8:15, after working the night before until 2:00 a.m. setting up a Sundstrand Class D for a demonstration. It ended at 7:00 p.m. with a total of three last day sales, and a good margin over his quota. One particularly stiff prospect who was bent on "going to the city to get a second-hand machine" capitulated when Ike offered to drive him to the city to assist him in his purchase.

Nice, clever work. We're all proud of our Ike.

— *Associate Editor Downs*

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Philadelphia

Here is an interesting paragraph from a letter written to us by a customer in Delaware:

> I will have to say with great pleasure that the new Underwood Champion is a real typewriter and has a sensational touch for any one. It's a typewriter for the world's champion typists.

It's good to have users praise us occasionally, isn't it?

— *Associate Editor Rawdon*

Washington, D. C.

The 11th Annual Community Chest Campaign Managers were faced with the problem of opening approximately 80,000 installment accounts during the campaign. Branch Manager Brownell helped to solve the problem and received the following letter from William J. Flather, Jr., Campaign Chairman:

> The very helpful cooperation which you and your firm gave the Audit Unit of the Community Chest Campaign is deeply appreciated by all of us who were charged with the responsibility of conducting the campaign this year.
>
> Your support in service and equipment was a substantial aid in reducing the campaign costs and helping to assure the maximum number of contributors' dollars going to the work of our agencies.
>
> I enclose a marked copy of the *Civic Leader* which was sent to approximately 14,000 workers and friends during the campaign.

The *Civic Leader* contained an interesting article about the Audit Unit and mentioned the fact that Underwood Elliott Fisher Company had loaned the most modern electrically driven Sundstrand adding and listing machines, Underwood typewriters, typewriter tables, and Elliott Fisher accounting machines.

•

The Washington Campaign Audit System is so good that it serves as a model for other Community Chests in various parts of the United States.

Good work Mr. Brownell—and excellent publicity for UEF.

CENTRAL

Central District

Our aim: Every Central Manager to New York to attend the dinner honoring Mr. Eylar!
C. H. Bolton

•

Pittsburgh

A General Sales Meeting of the Pittsburgh Branch was held January 11, under the direction of Branch Manager Webster, with District Manager Bolton present, for the purpose of rededication of efforts on the part of all concerned leading to the accomplishment of the objectives to be gained in 1939.

The occasion presented an opportunity for a renewal of faith in ourselves, our products and our policies, which combined, become the medium through which mutual obligations of both the Company and its representatives, may be discharged and satisfactory progress may be gained.

Commenting briefly on the above, Mr. Webster, emphasized the necessity of additional study and further development of each of the three major requisites for successful territory coverage, same being—knowledge of one's self—knowledge of product—and finally and probably the least developed — knowledge of customer's requirements.

The schedule of sectional meetings, which was devised for the purpose of increasing the knowledge of products and their sales applications, was announced and meeting turned over to Mr. Bolton.

Mr. Bolton spoke of the position which the Underwood Elliott Fisher Company held in relation to business —the position held within the office equipment industry and finally on the position the Company assumed in its relation toward its representatives. He attributed the outstanding position of our Company to its progressive policies in the field of laboratory experiments and factory management and to aggressive sales education. Mr. Bolton stated that the Company would continue to be progressive in the future, in the development and improvement of all products, so as to maintain its leadership before the world and to provide their sales representatives with products which not only "Speed the World's Business" but will do so at a savings, not only in time but also in energy and money.

Branch Manager Webster and the Pittsburgh personnel.

At the conclusion of Mr. Bolton's remarks the meeting was placed in the hands of representatives for various equipment who, in turn, "sold" the equipment to an intensely interested group of salesmen. We are greatly indebted to Messrs. W. W. Porter (8142P), W. C. Berg (Master), G. L. Hamilton (Noiseless), G. J. Husk (10140), E. L. Peach (Standard with Justifying Device), for the excellent presentation of reasons for purchasing—outlining the various advantages to be achieved and supporting every statement with the demonstration of the machine in question. Every step in a successful sales call from the approach to a completed demonstration was made sincerely and forcibly in the brief half hour allotted to each man, all of whom finished on the split-second, proving definitely the value of good habits, formed as a result of many sales calls.

At the conclusion of the General Session the following Squad Leaders, Messrs. Driehorst, King, Olsen, Johnson, assembled their groups of five and six representatives each and laid out the schedule for Section Meetings in the afternoon.

A photograph was taken at this time as it afforded an opportunity to include our very efficient and very good-looking office force, Misses Georgetta Bisch, Eleanor Engel, Virginia Bertges, Esther Seitz, Marjorie Wall, Elsie Harding and Messrs. Hazlett, Hagedorn, and Mr. MacMahon, our very busy Shop Foreman.

Mr. Bolton acted as host to 42 hungry Salesmen at a fine luncheon held privately in the Chatterbox of the William Penn Hotel, and G. A. Olsen, out of the fullness of his heart and (perhaps his stomach) recommended a vote of thanks to Mr. Bolton, which was unanimously and enthusiastically approved.

Great credit is due to the various squad captains for the speed and precision with which they handled their assignments for the special afternoon sessions.

Those who demonstrated the various machines at the morning session were assigned individual and private demonstration booths, where they met the several squads successively and discussed the problems of each man. If the problem was sales, the "Voice of Experience," replied. If the problem was equipment, then competitive equipment was available for comparisons. The reluctance of the salesmen to leave one class of equipment was offset by their desire to discuss the next class of equipment and, thus, through these conflicting emotions the schedule of one half hour at each station was accurately maintained. The final two sessions were divided between office work, collections, etc., with C. N. Hazlett presiding, and, sales activity with Mr. Bolton and Mr. Webster.

The meeting adjourned at 6 P.M. and it is believed that several definite objectives were attained. The salesmen indicated that they had profited greatly. Measured by their interest and attention, we believe that all will give greater attention to two major elements, which they alone can develop, namely, knowledge of one's self and knowledge of customer's requirements. IT WAS A GREAT DAY!

WESTERN

Chicago

For some time the Chicago Branch Office has been using a novel idea which can be used to good advantage by other Branch Offices.

Every typewriter which is sold or put on demonstration is accompanied with literature covering our other products — Underwood Sundstrand Adding Machines, Underwood Elliott Fisher Accounting Machines and UEF Supplies. The same idea is used in connection with Adding Machines. Each Adding Machine is sent out with an assortment of literature on Typewriters, Accounting Machines and Supplies.

Don't you think it's a good idea? Maybe you can add a new twist or variation to it and use it to good advantage in your own territory.

Our thanks to Chicago for an excellent suggestion!

•

Des Moines

Recently the Des Moines Branch Office sponsored a one-day Sales Meeting Dinner Party at the Hotel Kirkwood. Branch Manager Haverton invited all the salesmen including those at Cedar Rapids, Ottumwa and Waterloo and District Manager Snow was invited to address the group.

•

Kansas City

The Rotary Club of Oswego, Kansas, held a meeting shortly after the first of the year to give the various members an opportunity of giving their "high lights of 1938" and a resolution for 1939.

Bob Hedrick, our representative at Joplin, who was formerly president of the Rotary Club at Joplin, Missouri, said his big thrill in 1938 was the winning of a free trip to the New York World's Fair—in other words becoming an All Star Salesman for 1938.

His resolution for 1939—to strive to again be a member of the UEF All Star Salesmen's Club in 1939!

Good luck Bob, and may your intentions be crowned with success.

—Associate Editor Conklin

Springfield

We nominate as the most interesting sale of the month the Underwood Sundstrand Adding Machine—Model 8120—sold by C. W. Chader to the Farmer's Cheese Company of Arthur, Illinois.

The prospect stopped in at our Branch, and asked for the location of the place of business of one of our competitors, stating that he was in the market for an adding machine. Mr. Chader asked the prospect if he could give him a demonstration of our machine before the prospect visited our competitor. The prospect agreed and the sale was closed.

The deciding factor was Mr. Chader's knowledge of the machine for multiplication and division. These features were explained thoroughly by Mr. Chader who knew that in the cheese industry a great deal of multiplication in butter fats is necessary. Salesman Chader's demonstration convinced the customer that the Underwood Sundstrand was the logical machine. In addition to the machine the customer bought a low stand and a dozen rolls of adding machine paper.

Again it is proved that a thorough knowledge of the machine and its application often overcome a preference for a different type of machine. Our congratulations to Mr. Chader.

—Associate Editor Longenecker

Omaha

Did you ever see a Champion Typist without his typewriter? When Barney Stapert visited Council Bluffs on his recent demonstration trip, Walter P. Smith, our salesman at that point, snapped Barney in this unconventional pose. Judging from the result it would seem that Barney is none too friendly.

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St. Louis

E. W. LaTourette has been elected to the Board of Directors of the Sales Managers' Bureau of the St. Louis Chamber of Commerce.

Our congratulations to Branch Manager LaTourette who has been very active in the Sales Managers' Bureau activities.

The Commercial department of the Eldorado Springs (Mo.) High School is an exclusive Underwood user. Forty-seven new Underwood typewriters were sold to this school due to fine salesmanship on the part of A. Harry Haddock, our Springfield, Mo., representative. It is interesting to note that although Eldorado Springs has a population of a little more than 2,000 that the total enrollment in the High School is 300 students and 181 of them are interested in typewriting.

PACIFIC

Denver

An Underwood Sundstrand adding machine contest was sponsored by this Branch Office and conducted at our place of business. Twenty-six operators from Commercial, Bank, Government, City, County, and C.P.A. offices participated in the event.

The contest was based on a 15 minute run taken from figures which we compiled in order to furnish the operators with unfamiliar copy. It was a very close race especially between the top four operators who averaged a gross of from 3364 to 3632 items per hour.

The winner was Miss Theda Williams, from the office of the Board of County Commissioners, at Fort Collins, Colorado. Mr. M. A. Lindquist, who came in second, is an operator of a Sundstrand Class C Accounting Machine. It is interesting to note that the contestant who finished in eighth place has but one arm and operates the machine with his left hand.

We believe that this contest resulted in a great deal of favorable publicity for Underwood Elliott Fisher Company and the Underwood Sundstrand Adding Machine.

—Associate Editor Mitchell

El Paso

Hats off to Salesman Wray Nelson who sold 50 Underwood Masters to the El Paso Public Schools. The superiority of the new Master, including outstanding performance on stencils, copy work and line of write received splendid acceptance. Salesman Nelson pointed out to the School Board and Purchasing Department the advisability of getting their machines, in order to have the use of them at once, rather than wait for the time just prior to the change in the Allowance Schedule.

Our congratulations to Master Salesman Nelson.

•

The El Paso Branch, through changes effective on January first, will establish three Sales Agencies on the border line of the territory covered by this office.

Edward Dishart, who has been covering the outside area on Typewriters for the past ten years, will open an agency at Roswell, New Mexico and will cover 7 counties in that state. William Abbott, general service man will accompany him as mechanic there. Mr. Dishart was married almost a year ago and will make his home in Roswell.

The Clovis Printing Plant, Clovis, New Mexico, will cover Curry County on typewriters and adding machines. This organization has been doing a good job on our adding machine line for the past year and we are sure that we will receive excellent representation for our products.

•

The Spoonemore Office Supply of Odessa, Texas, will cover eight counties in the oilfields of West Texas on the adding and typewriter lines. Mr. Spoonemore has a fine organization and with the addition of the Underwood Agency will be in excellent position to provide us splendid sales cooperation.

The changes will provide a closer contact with our customers and also increase coverage. Two city typewriter salesmen in El Paso and outside points will complete the coverage in this area on typewriters. Adding machines and accounting machines are handled by Branch Manager Shaver.

•

Ollie P. Lansden writes an interesting column, "Seen and Heard around El Paso," for the El Paso Times. Recently the author went into great detail about changing the "Time-worn, weatherbeaten typewriter, tried and true old friend, which has seen me through many a battle for a new typewriter which has a sort of crinkle finish which is perfectly elegant to say nothing of jade green numerals and a touch of red, blue, and cream and silver. Its insides are not visible as were those of the old machine and there is a sort of trap door which may be opened to examine the workings when they get mixed up. All in all it's a gorgeous thing but I wonder if it will ever be as near my heart as the old one."

A bow to Ollie P. Lansden, even though the name of the machine—evidently the Underwood Master—is not mentioned. And, we warrant that by this time the well-known columnist would not care to change and go back to the "true old friend which seen me through many battles . . . for more than 20 years."

—Associate Editor Shaver

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El Paso: Here we show Salesman Wray Nelson, Harry Blon, Purchasing Agent of the El Paso Public Schools and Branch Manager Shaver, together with the 50 new Underwood Masters which were purchased for instruction purposes.

Compliments of the Week

—To WILLIAM M. COFFMAN—

In the first place, let's make it quite clear that this rapid-fire blurb is about ONE man, not two men, not a half a dozen men, but just ONE! Mr. William Coffman, human buzzsaw!

First, let it be known that he is NOT a native son. He was born in Portsmouth—that's in Maine, isn't it? —but outgrew it in a hurry. Went south at 17 on a freight train.

He fooled around the country for a year or so and then headed for New York . . . He was buried for a year in the Bowery, working in one of Marcus Loew's nickelodeons. Knew the famous Chuck Connors, mayor of the Bowery . . . Ran a shooting gallery in Coney Island . . . Switched to a weight guessing concession at the Buffalo Exposition and was there when President McKinley was assassinated.

Then went into vaudeville. Sang illustrated songs. Tried his hand for a year on cattle and sheep ranches in Nebraska, but pulled up stakes and headed for the Golden Gate. And then what happened to Mrs. Coffman's wandering boy?

Next: Shanghaied out of town on a British ship bound for Europe. Rose from deck boy to first mate. Got back to San Francisco for the fire and earthquake. Swallowed the anchor and landed in Goldfield singing songs in cabarets.

Next: Swimming instructor at the Y. M. C. A. for three years, manager of Sutro's baths for three more. And then he decided to be a businessman. Supported himself while learning to sell by managing swimming meets . . . Ace salesman for four years, then manager of S. F. branch of Underwood Elliott Fisher. Since 1933 he's been head man of all western offices.

Bill's one of those busy businessmen who are always taking on other jobs—like running the British-U. S. after-Olympic Games here in 1928—heading the P. A. A. of the A. A. U.—directing the Royal Order of Jesters—acting as potentate of the Shrine—serving on the board of governors of the Shriners Hospital.

Being the managing director of the East-West New Year's Day football game for the Shriner's Hospital since it was started in 1925.

Bill Coffman is only 55 years old—and he's crammed enough activity and adventure into those years to satisfy any two ordinary fellows . . . Stand still a moment, Mr. Coffman, and accept the compliments of the week from this stationary scrivener.

M. M.

Reprinted through the courtesy of the San Francisco Call-Bulletin

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San Francisco

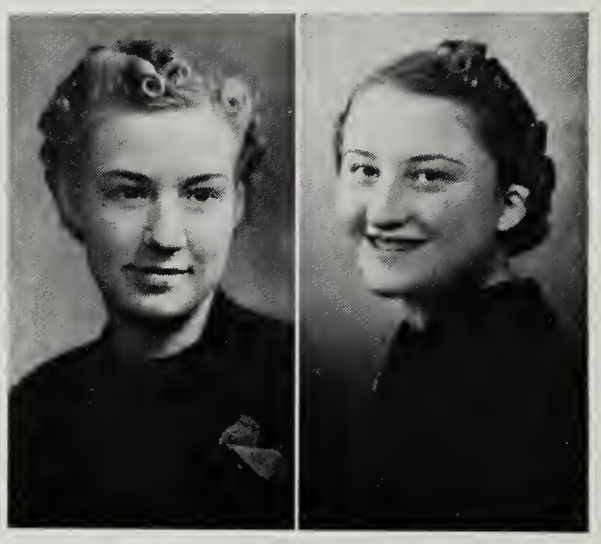
Salesman Frank Hall is the proud recipient of an enthusiastic letter from the owner and user of an Underwood Typewriter. We thank Mr. Hall for his cooperation in permitting us to reprint it for your information:

> I have been using various makes of typewriters for the past nineteen years. For some time now I have been operating an Underwood typewriter, exclusively, and I sincerely believe it to be the finest machine manufactured.
>
> Its durability, coupled with the improved touch action is, I think, an outstanding feature. This new device, which eliminates the "breaking in" of a new machine, should prove the real selling point of the Master Underwood. One cannot, also, overlook the fine appearance of this machine.
>
> A further feature is its clear-cut type which, in the cutting of stencils, produces a finished product comparable to the finest of printed matter.
>
> It is, indeed, a real pleasure to be the owner and user of an Underwood typewriter.

•

Spokane

On December 16, Ramona Foster, Grand Secretary of the International Honor Society for Business Education, wrote to Flora V. Laughlin, Student Counselor at Northwestern Business College, Spokane, Washington, that Helen Hessler of Northwestern Business College had earned the distinction of being the fastest typist for the year having written 104 words in a minute for 10 minutes, with less than 5 errors. Dorothy Fugina, also of Northwestern Business College, rated second in speed with a record of 99 words per minute. Miss Hessler was awarded a Gold Cup appropriately



Helen Hessler — Dorothy Fugina

engraved in her honor, and, Miss Fugina was awarded a Silver Cup in recognition of her good work.

The outstanding performances of these young ladies received considerable publicity in the local papers. It is gratifying to us that both students used Underwood typewriters. One of them states in a letter "I think the Underwood machine is a champion among typewriters. It is my exclusive choice."

Our heartiest congratulations to the happy winners!

—Associate Editor Weitz

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We acknowledge with thanks the visit paid us by C. Y. Grayson. His demonstration was of invaluable help to all the salesmen in the Spokane Branch and the things we learned have been the means of helping us to close a number of Noiseless deals. Buyers begin to sit up and take notice when we make a comparative demonstration. Recently, in one of our local business colleges, a comparative demonstration was made where the odds were all against us, but the superior features of the Underwood Noiseless were so outstanding that no question was left in the minds of the customers as to which was the superior machine. Again, our thanks to Mr. Grayson.

Here is our most interesting sale of the month. Just prior to the annual sale of the Crescent Store, our genial salesman, Aaron Keil, called on Mr. William B. Kerr and arranged for a demonstration of an Elliott-Fisher equipped with an 11″ platen. This equipment proved so entirely satisfactory that the store placed an order for two Elliott Fishers.

The outstanding feature of this sale is the fact that through the persistance of Mr. Keil, his close cooperation and follow-up, he was able to interest the Crescent store in the purchase of:

1 CAX63AE 8D8D Head
1 D64AE Platen
4 8D Registers
3 DR8D Registers
1 DLE6 Mounting

The features that contributed to the sale were the electrical advantages plus the intermediary marginal stop. Our congratulations to Salesman Keil for a fine bit of salesmanship.

—Associate Editor Brynhildson

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Seattle

Overheard in the office just before the "Evening Exodus":

First Salesman: I made some valuable contacts today.

Second Salesman: I didn't make any sales either.

•

Our hats came off in unison when Richard K. Rasch unassumingly laid a signed order before Branch Manager Pickler for one Class B Sundstrand.

Last but not least, the President of the National Bank of Commerce — when receiving the report that its operator in a short time had set up a standard of production with a final remark that he wasn't worn out at the end of the day's work, even under the holiday pressure — decided there was no time like the present, and provided the crown to make Salesman Rasch an All Star Club Member by placing another order for two additional Sundstrand Class B Accounting Machines.

Salesman Rasch had some keen competition on his initial order, but his quiet perserverance, supported by proven Sundstrand efficiency, made an open sesame in Sundstrand's bid for supremacy in the first stronghold of Seattle's banking fraternity.

•

Salesman Leo Barton at our Tacoma office rounded up a flock of orders, sufficient to put him in line for the Company's generous offer to send top notchers to the New York World's Fair in 1939. Congratulations, Leo!

Miss Lillian Bosell, formerly with UEF at Minneapolis, reported for duty as Cashier.

•

Serviceman E. W. Lippincott walked off with high honors for December Supply sales. The "honors" consisted of one 15-pound turkey, donated personally by Branch Manager Pickler in his appreciation for ranking endeavor.

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The annual Christmas party at the Seattle office was attended by employees, their wives, and guests. A bountiful spread of roast turkey and baked ham, which with picnic essentials and items not generally on the menu, made the day before Christmas an occasion for good fellowship and cheer.

•

Salesman G. E. Moore is causing considerable concern among those handling competitive makes of adding machines. His demonstration and closing in the presence of competition is so convincing that he makes his competitors believe they are handling the wrong product.

—Associate Editor Fahlenkamp

•

Portland

W. W. Cline, with eight years of experience in the sale of supplies, has joined our Organization in the capacity of Special Supply Representative. He is not only doing an excellent job by securing business hitherto obtained by our competitors, but is also, through his technical knowledge and experience, eliminating many unsatisfactory situations pertaining to the use of our machine resulting from the improper specification of supplies. We confidently anticipate a fine contribution on his part to the success of this office during the coming year.

•

Clyde Stewart of our service department, smilingly passed around the cigars to commemorate the arrival of Bruce Edward Stewart.

•

Social Security, State Unemployment, Wage and Hour Administration, State Industrial Accident Commission, Federal and State Income Tax all have combined to place a heavy burden on the accounting departments of all organizations with heavy payrolls.

During the past sixty days large lumber operators such as J. Neils Lumber Company, Klickitat, Washington; Brooks Scanlon Lumber Company, Bend, Oregon; McCloud River Lumber Company, McCloud, California, have solved that problem with the purchase of Elliott Fisher Universal accounting machine equipment with much promise of additional volume from this source in the future.

•

Charles Petersen, salesman for central Oregon territory participated in the program of the Oregon State Teachers Association meeting recently held at Portland. He gave an interesting half-hour talk concerning typewriters, and their maintenance in the classroom, using the Underwood Master for demonstration purposes. He also discussed the new right hand margin justifying device which created a great deal of interest. Approximately 100 commercial teachers from Oregon schools attended the meeting.

—Associate Editor Steuer

SOUTHERN

Dallas

The entire Dallas Branch is saddened by the passing of Gus Ford, janitor, who had become regarded as a permanent fixture in the Dallas Branch. He had been with the Company longer than any employee now at Dallas. As nearly as we can determine, he had been with us about thirty years. He died of a sudden heart attack, on his way to work, on the street car. We may get someone to take over Gus' work, but we'll never get anyone to take his place.

•

We have a new salesman in the Dallas Branch office. He is Jules B. Videau, son of our New Orleans Branch Manager. Jules has already made a host of friends in Dallas. We figured that we couldn't go wrong by adding him to our organization, as he has surely received good coaching from his father, J. L. Videau. Welcome to Dallas . . . Jules!

•

C. E. Clark, our Sales Agent at Wichita Falls, writes as follows on a particular sale:

The attached sales order and cashier's check for $140.00 is one for the books. The other day, on my way back from Henrietta, I stopped at a wayside liquor store to get a package of cigarettes and noticed that when I paid for them the proprietor threw the money into a cigar box. I mentioned to him that he ought to have a cash register, and, to make a long story short, I explained our machine to him and he stated that if it would do what I

claimed it would, he would give me cash for it. The attached papers prove that it was not all "bull."

There is no question but what the Sundstrand has it over all other registers for the liquor business, as our machine can be used for figuring liquor bills where the customer takes half case or more, and, can also be used for an adding machine where the ordinary register will do nothing but ring up money. My argument that the machine could be used for multiplying as well as adding is what sold this machine, or, in other words, I plead guilty (am also sure that a lot of the other boys could do the same) that I pass up a lot of "peanut joints" figuring that they would not be interested. But this is one case where the purchase of a package of cigarettes made $42.00 commission for the purchaser and from here on all "peanut joints" are going to the devil . . . What do you think?"

—Associate Editor Urie

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Oklahoma City

UEF Family meet Charles E. Baker, Jr! "Charlie" is our Sales Agent at Tulsa and his record proves he is one of the liveliest and best in the Organization. All members of the Oklahoma City Branch agree that Charlie is a "regular fellow."

Mr. Baker's connection with the Organization began in November, 1919, as a sub-agent in the Tulsa Territory. The following year, he started operating the Office Appliances Company and acted as distributor for Sundstrand Adding Machines and other office equipment. In 1921, Charlie received a direct Sundstrand franchise and employed seven specialty salesmen to assist him in his work.

Did "Bake" make good? Since 1919 the Tulsa agency has increased the number of our adding machines in use in the Eastern half of Oklahoma from seven machines to over three thousand. That's a record that spells —p-e-r-f-o-r-m-a-n-c-e—born of sales ability.

Tulsa can boast of many "firsts" in the sale of Sundstrand Machines. The Tulsa Agency sold the first Sundstrand Bookkeeping Machine equipped with an automatic tabulating carriage to the Prosser-Rigsby Tile Company of Tulsa. This machine is still in use, keeping Accounts Receivable, Accounts Payable and General Ledger.

The first Sundstrand Bookkeeping

Charles E. Baker, Jr.

Machine with automatic date control was sold to the McCreery Tire & Service Company of Tulsa.

The first motor carriage return Sundstrand Bookkeeping Machine was sold to the Independent Oil & Gas Company of Tulsa. The first accumulative register Sundstrand Bookkeeping Machines, Model 48200, also were sold to this concern.

Since 1924, the Tulsa Agency has sold over 500 of our Cash Registers to oil companies for use in their service stations.

In 1925, Charlie sold the Office Appliances Company because: "I realized the possibilities of the machine and started devoting my time exclusively to Sundstrand products." During the same year, the Tulsa Agency assembled a Sundstrand machine known to the oil industry as a Run Ticket Machine. The price of this model was over $500.00; seventy were sold that year. Over 200 are now in use in Mr. Baker's territory. Another example of real selling!

The Carter Oil Company of Tulsa purchased the first Sundstrand Portable Electric Adding Machine. This same company also purchased the first Sundstrand with subtraction, and, the first Sundstrand with the Credit Balance feature, as well as the first eleven column machine.

The parade of "firsts" continues. The first Sundstrand Portable Electric with split motor bar feature was delivered to the Gypsy Oil Company of Tulsa.

One of the highlights in Charlie Baker's career is his sale of the first order for our Sundstrand Class C Accounting Machine which was made to the Marathon Oil Company *from a photograph.*

Adding Machine Division Sales Manager Donovan went to Tulsa to personally supervise the installation and Charlie likes to tell about the good job done by Jim Donovan—a job so superlative that Marathon offered to hire Mr. Donovan.

Mr. Donovan points to Mr. Baker's record, from 1919 to 1931, calling particular attention to the fact that during that span of time, the Tulsa Agency never failed to make its quota and that during seven of those years, Mr. Baker's organization was high in percentage of quota for the United States. Mr. Crossan also praises Charlie Baker for his excellent record on maintenance agreements on Sundstrand equipment.

Oklahoma City Branch Manager Welch points with pride to Mr. Baker's record of five individual orders of over 100 machines each. Mr. Welch states that Tulsa has sold many 8142P models and was one of the first offices to sell the machine on collated forms. In fact, continues Mr. Welch, the booklet "Let's Take A Census of Tulsa" contains reproduced installations of model 8142P all based on sales made by the Tulsa Agency's successful efforts in selling complete mechanization of figure work and figure records, with the Underwood Sundstrand "All Purpose" Figuring Machine for adding, subtracting, multiplying, posting ledgers, and writing customers' statements.

Speaking of the future, Mr. Baker says: "Naturally, I am very optimistic as to the future of our business and I have no desire to ever leave Tulsa so long as I am interested in UEF Products."

Hats off to Charles E. Baker, Jr., our record-breaking Sales Agent at Tulsa, who proves the adage "Nothing succeeds like Success." The entire UEF Organization joins in congratulating him and wishing him continued success.

NINETEEN-THIRTY-NINE will reward salesmen who sell as the farmer plows—daily, doggedly, deliberately plodding and plugging along, not wondering about the "upturn," but turning up the furrows.—WILLIAM J. CAMERON.

DIRECTING SALESMEN (*Continued from page 9*)

low priced rebuilt machines than we could supply. Our problem was to get their minds off price and to sell results. Instead of concentrating on our lowest priced machines, we prepared a sales meeting program concentrating on our Portable Posting Machine. This machine sells for about $400 and was designed as a combination adding and bookkeeping machine for small concerns. To get the price, the salesmen must sell the results. We held our sales meetings on this machine only, emphasizing its advantages and making the price look ridiculously small when compared with the results accomplished. We issued reproduced installations, users' lists and new advertising folders. We sent pictures of users' buildings showing that the machines were being sold to small concerns that would ordinarily buy only a small adding machine. The result of these efforts increased our sales from a few thousand dollars a year on the model to a volume which now runs well into six figures. Concentrating on the one high priced machine got our salesmen talking results instead of price, eliminated our second hand problem and increased the average unit sale considerably.

As another indication of the advantages of concentrating on one machine, our "Get Acquainted" Campaign, held last January is an excellent example. In that month, we brought out a new typewriter with many new features. We wanted to get our sales force selling this new machine immediately. The theme of the "Get Acquainted" Campaign was to get as many typewriter users as possible acquainted with the new model through demonstrations by our salesmen; to get our salesmen acquainted with the new machine through sales meetings and to get our field force and Home Office Officials acquainted by having every branch in the United States visited by a Home Office Official during January. We offered our typewriter salesmen a bonus of $5.00 for every user they sold above two. In other words the bonus was paid on the number of users sold, not on the number of machines sold. During the month of January, our Home Office was deserted. Every sales executive was in the field holding sales meetings and explaining the advantages of our new typewriter. When the smoke cleared away at the end of January, we had received orders for over twice as many new models as we had anticipated. One salesman sold 500 new models on one order. You never know what you can do until you try and the results of this campaign illustrated forcibly to our men that *more calls* mean *more sales.*

Sales Contests

On the subject of sales contests, we have found two types of contests which appeal to the salesmen: 1. A money contest similar to the "Get Acquainted" Campaign, and 2. A contest involving a trip to some point of interest such as a trip to the New York World's Fair in 1939 or a trip to our sales camp which we hold at various locations throughout the United States.

This exhibit shows announcement folders of some of the sales contests which we conducted in 1938. The first was the "Get Acquainted" Campaign. The next contest was the "Stowell 10 Calls A Day Plan." Mr. Stowell is Executive Vice President of our Company and this plan involved sending to him each day a list of at least 10 new calls by each salesman. Having the salesmen send a daily report to the Vice President had its effect and this plan was particularly timely in tying up with the National Salesmen's Crusade. During the early summer months we held a Field Day contest whereby the offices were divided into five groups and at the end of the contest, the office in each group which secured the greatest percentage of quota was given a sum of money to hold a picnic for everyone in the office.

During the last three months, October, November and December, we conduct the "President's Reward of Merit Contest" whereby every salesman who makes quota during the last three months of the year gets a check for $50.00 from Mr. Wagoner, our President, and every Branch Manager whose office makes quota for the last three months gets a check for $75.00 from the President. This contest generally gives the Company a good sales volume for the last quarter.

At the beginning of 1938 we announced that every salesman who made the All Star Club by making 100% of his yearly quota would be invited in 1939 to attend the New York World's Fair as the guest of the Company. Many are looking forward to an enjoyable week at the Fair.

Sales Contests in which every salesman has a chance to win such as the "Get Acquainted" Contest and contest like the "Reward of Merit" and "World's Fair Trip" where the salesman competes only with his own quota, stimulate considerably more interest and are much more effective than those contests where only one or two or three men can win.

Sales Mean Jobs

The foregoing covers briefly some of the methods which we use in directing our salesman's activities. Naturally there are many sidelights which I have not had time to cover. However, in conclusion I would like to leave one thought. Salesmen and Sales Managers have played no small part in the founding and upbuilding of this country of ours. After all, Columbus was no slouch of a salesman when he sold a woman on the idea of parting with her jewels so he could make a trip across an uncharted ocean; Washington had to do some tall selling to keep his army together at Valley Forge. Ben Franklin did a masterful selling job when he convinced France she should loan money to the 13 States.

Gentlemen, maybe we do have our selling problems but I am convinced that Sales Managers and Salesmen can do much today for the economic well-being of this country if they will devote their efforts primarily to ways and means of making more and better calls. MORE CALLS MEAN MORE SALES. SALES MEAN JOBS.

☆

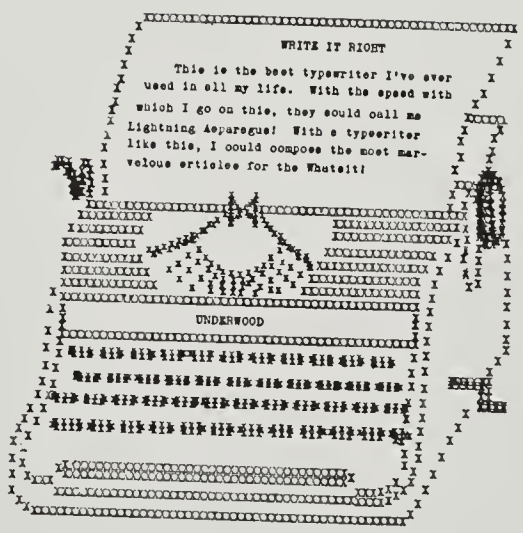
UEF Party

(*Continued from page 6*)

George Bender as usual was roaming around with his trusty candid camera. We are indebted to him and Robert Lennstrom of the Comptroller's Department for the excellent photographs of the joyous Christmas party.

The impromptu and informal Christmas party brought clearly to the fore the great spirit of friendliness and cooperation which exists throughout the entire UEF organization. It did the heart good to watch all the participants enjoying a good time. If members of the Organization have such great fun at golf tournaments and Christmas parties, we'll all be looking for opportunities to get together more frequently. With the great out-door season not so far off, it would be fine if we could arrange something. Enough said!

•



UNDERWOOD PORTABLE TYPEWRITERS received a great deal of publicity in True Story Magazine. Underwood Portable Typewriters were offered as prizes by C. D. Morris, True Story Associate Editor, who gets more than 4,000 letters every working day from kids between five and twelve years of age. Mr. Morris edits a Children's Contest Newspaper in True Story called THE WHATSIT. The National Whatsit is distributed exclusively by True Story Magazine. It is by children for children with Billy White as the Chief Editor and Betty White as the Society Editor.

The accompanying illustration shows one of the prize-winning entries.

By Following These Suggestions Any Underwood Elliott Fisher Salesman Can Make at Least 100% of Quota Every Month

1

Resolve on the first day of each month to Make Quota.

•

And keep this Resolution before you every day during the month.

2

Use our Standard Sales Procedure.

•

It is a great time saver and the most direct route to certain sales success.

3

Do some straight canvassing every day.

•

It locates new prospects and enables you to know your territory.

4

Set a Daily Quota on commitments.

•

An ideal prospect is one who has definitely committed himself to buy.

5

Follow every commitment immediately with a thorough analysis.

•

You need complete information and facts to prove your case. Knowledge is Power.

6

Prepare your case carefully for presentation.

•

Thorough preparation in advance is essential to success.

7

Make convincing presentations to proper authorities.

•

Your Big Opportunity! Victory is your Goal! Play the Game to Win! Get the Order! !

8

Use the Sales Helps supplied by your Home Office.

•

Literature, Testimonial Letters, Systems' Data, Educational Material, etc.

9

Sell the entire line.

•

Include supplies.

10

Take advantage of new improvements.

•

They stimulate trade-in sales and help you to sell new accounts.

11

Sell machines on the Time Payment Basis.

•

Breaks down price resistance and permits payment from payroll savings.

12

Follow up promptly all inquiries.

•

They are manifestations of active interest and many can be developed into sales.

13

Keep intelligible records covering all calls.

•

They enable you to plan and organize your work and serve for future reference purposes.

14

Plan next day's work each night.

•

Adds hours to your selling time. Organized effort wins.

15

Work every Saturday.

•

Adds 52 selling days or two months to each year.

16

Think "Success".

•

Get so that you can't say "Can't."

M. S. EYLAR

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Export — F. D. Lehn.

Hartford Works — E. A. Stowell.

Central Training School

Leo T. Osmon.

Bridgeport Works

Sam Dolan.

Honorable Mention for George Schmidt, Export Department, for this excellent photo of his baby.

H. B. Haddock, Comptroller's Department, won honorable mention for this interesting picture.

The UEF *Photo* CONTEST

ALL you need to enter the UEF NEWS Amateur Photography Contest is an amateur standing and a good photograph. Each month there will be a $5.00 prize for the best picture submitted. The winning photograph will be reproduced in the UEF NEWS.

The Judges are M. A. Seely, Assistant General Sales Manager; F. D. Lehn, Manager, Export Division; and George Bender, General Service Department. All three are distinguished amateur photography fans.

Rules:

1. Subjects — no restrictions. If persons are shown it is necessary to have their written permission in order to reproduce the photograph.
2. Photographs submitted must be suitable for reproduction.
3. The UEF NEWS will not be responsible for entries and none will be returned.
4. Anyone in the employ of Underwood Elliott Fisher may enter this contest. It is for UEF employees *only*.
5. For the purposes of identification, each photograph must be signed on the back with the name and office address of the contestant.
6. The UEF NEWS will select a number of "Honorable Mention" photos for reproduction each month for which no cash prize will be awarded.

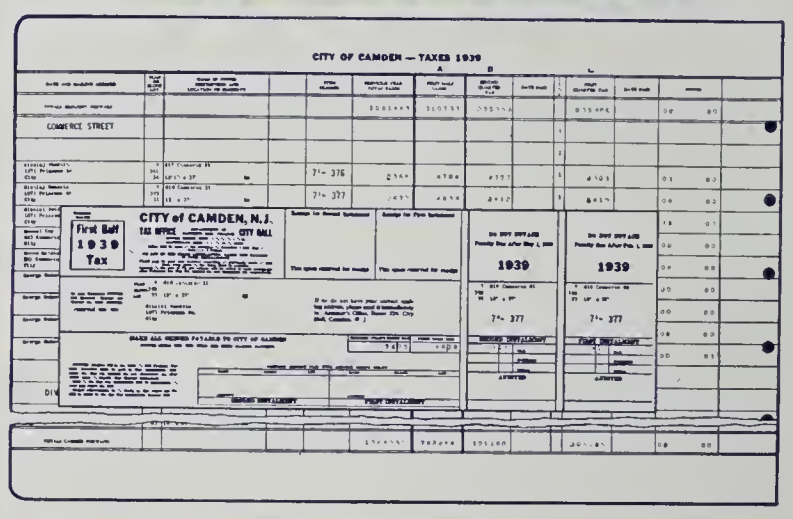
Send your entries, carefully wrapped, to —

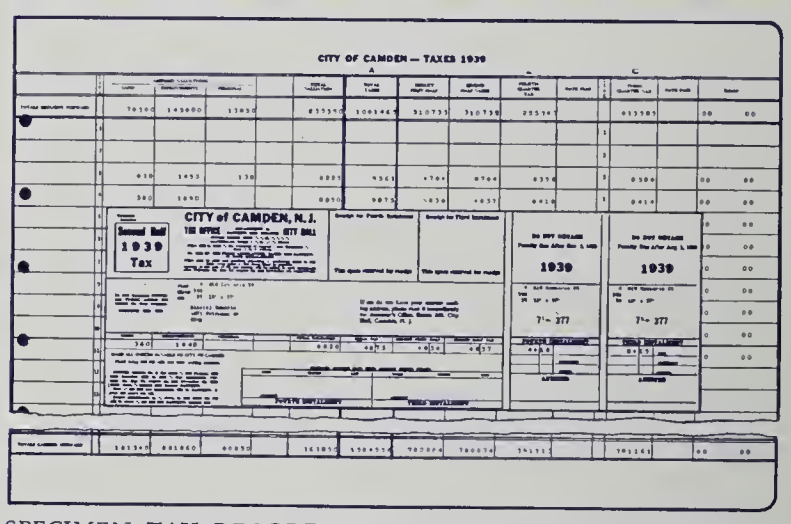
The Editor, UEF NEWS,
Underwood Elliott Fisher Company,
One Park Avenue, New York, N. Y.

The $5.00 Prize Winner was submitted by J. H. Adams, General Service Department.

"CAMDEN SOLVES ITS TAX ACCOUNTING PROBLEMS,"

says Mayor Brunner, "With Underwood Elliott Fisher Accounting Machines"





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"Realizing the need to modernize and coordinate the accounting systems in the Assessor's, the Comptroller's and Tax Offices," writes Mayor George E. Brunner of Camden, N. J., "we selected the Class D Sundstrand Accounting Machine as the equipment best fitted to do all of the accounting in these offices . . . The simplicity, ease of operation, visibility and extreme flexibility, as evidenced by the fact that the equipment can be changed from any one application to any other in less than three minutes, were the determining factors in our selection of your equipment . . . Due to the Sundstrand 10-key keyboard and many automatic features, any of our regular city employees can learn to operate the machines in a few minutes."

Camden, N. J. has followed the lead of many other municipalities and big business organizations in equipping with Underwood Elliott Fisher Accounting Machines. If you have a machine accounting problem, telephone your nearest Underwood Elliott Fisher Branch.

Sundstrand Model Underwood Elliott Fisher Accounting Machines in Assessor's Office, City of Camden, N. J.

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